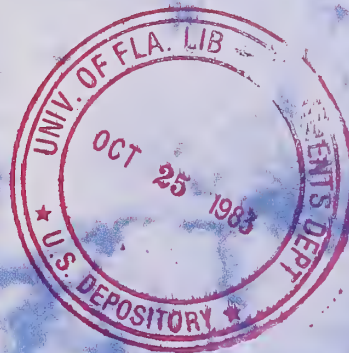


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The Army's recruiting and retention professional magazine since 1919

NOVEMBER, 1983



FY 1983-Flying High

Commander's Notes



Congratulations to all our Recruiting Brigades and Battalions and to individual recruiters everywhere for their magnificent mission accomplishment during Fiscal Year 1983. Your continuing efforts have PROVIDED THE STRENGTH for another year, with higher quality than ever.

Of the 209.6K active and reserve Army accessions in FY1983, 143.3K were High School Diploma Graduates (HSDG). You enlisted 96.9K Category I-III A people, an increase of 33.1K over FY1982 results. For the US Army Reserve, 27.1K Non-Prior Service High School Diploma Graduates were enlisted. The figures speak for themselves!

Marking the close of a successful recruiting year is not only a time for congratulations but a time to study *how* our success was achieved. The exchange of ideas among our Brigades and their top recruiting Battalions, in the following pages, should help generate the teamwork and spirit we will need to accomplish the assigned mission for Fiscal Year 1984.

For FY1984, the Department of the Army has charged USAREC with enlisting 140.8K men and women in the Active Army and 60.8K in the US Army Reserve. Included in the Non-Prior Service mission is the objective of 116.9K High School Diploma Graduates for the Active Army and 28.2K for the Army Reserve.

To meet the challenge of 1984, command emphasis will be placed on support for the recruiter. In addition to the array of recruiting tools and management systems to help recruiters do their job, priority will be placed on the quality of life aspects confronting recruiters and their families. For example, problems unique to military families living far from the support of a post or station will receive increased command attention. Command sponsorship programs for new recruiters and their families will receive renewed attention. One of these programs, started at the St. Louis Recruiting Battalion, is explained in the Recruiter Aid department of this issue, along with a number of initiatives to improve the quality of life for recruiters.

The challenge we face in the coming year is great, but we will face it together. Your continuing success and your proven ability to PROVIDE THE STRENGTH make the prospects bright for 1984.

A large, stylized handwritten signature in red ink, reading "J. O. Bradshaw".

J. O. BRADSHAW
Major General, USA
Commanding



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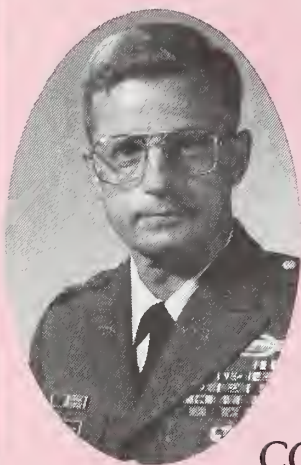
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ABOUT THE COVER

Symbolizing the success of recruiting for 1983, the photograph of our high-flying craft is from USAREC A&SP. Story and photos of MOS 11B are by Bill Walton of Ft. Benning's Public Affairs Office.

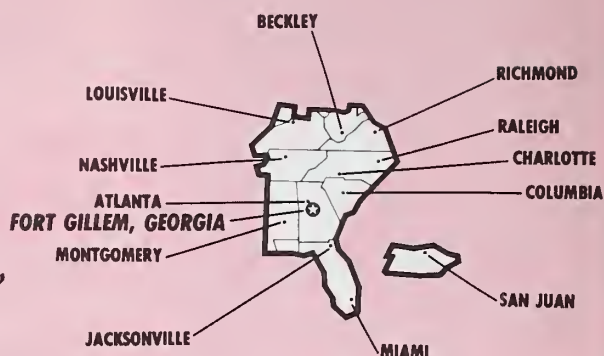


2ND Recruiting Brigade (Southeast)



"The Colonel's guidance left no room for doubt, we would work harder and work smarter, with integrity--without exception."

COL William J. Northquest



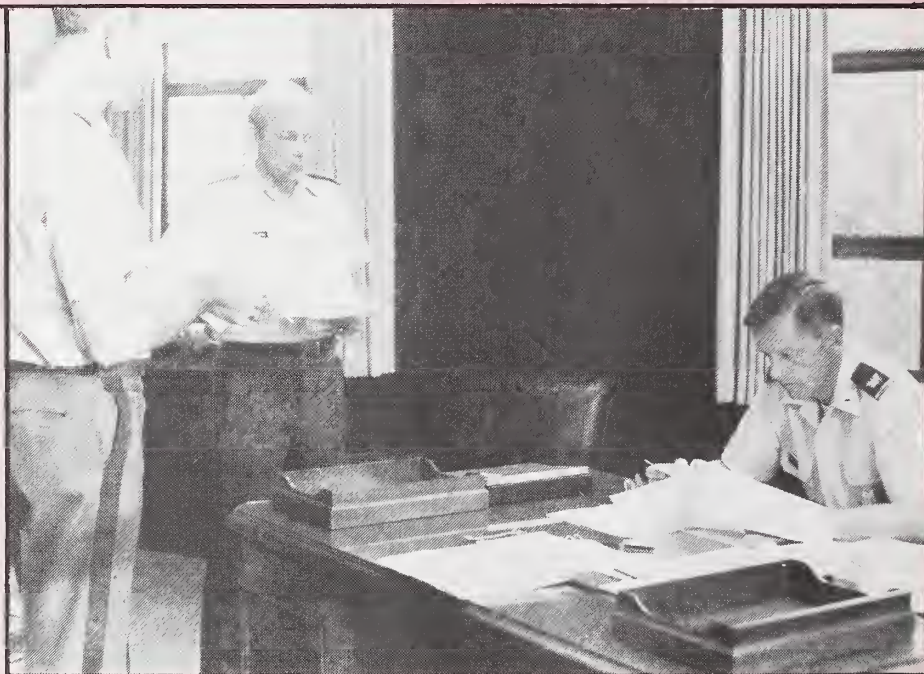
*Story and Photos
by Sandy Foster
2nd Rctg Bde, PAO*

Recruiting in the 2nd Recruiting Brigade, (Southeast) made a dramatic turn towards quality in 1982. FY 82 achievements represented a shift of 77% GSM I-IIIA's over the previous year. With this increase in quality, the brigade significantly decreased its production of Category IVs.

Numbers, however, have not been sacrificed. Indeed, the Southeast "sun-belt" still produces volume . . . living up to a reputation as the recruiting cornucopia of the nation. The 2nd Brigade's long tradition of achieving numbers expanded to one of achieving numbers and quality in FY 82. The brigade made active and USAR box each quarter, ending the year with an impressive active production figure of 112% and a USAR mission achievement of 116.5%.

Increased emphasis on quality is only part of the success story. Now, more than ever before, integrity is the basis of every facet of the recruiting process in Southeast — an integral and mandatory element. And this winning combination has paid off.

Southeast closed its FY 82 active production with a Category IV NPS content of 25.2% compared to a much improved 15.2% by the end of third



COL Northquest receives his "morning update" from members of Recruiting Operations Branch.

quarter, FY 83. Even more remarkable are the GS I-IIIA content figures: 44.3% for FY 82; 49.2% by the end of third quarter, FY 83. Concurrently, 2nd Brigade closed FY 82 with a I-IIIA DOD share of 38.1%. This year we have increased that figure to 42.7% with a 50.8% of total contracts.

Under the premise that an organization functions well when it clearly knows what is expected of it, Colonel William Northquest established objectives, goals, and policies to set the tone for how we accomplish our mission and do our daily work. He issued

a list of objectives and goals, do's and don'ts, to the field force, defining briefly the standards of excellence expected in every phase of the recruiting process.

He indicated that leadership and managerial abilities will be measured, in large part, by how well established objectives are achieved, how efficiently we work towards goals and implement outlined policies.

The guidance left no room for doubt. We would work harder and work smarter, with integrity — without exception.

Northquest also stressed the importance of communication within the Command. A generous exchange of information between battalion commanders, company commanders, station commanders, and recruiters is considered of utmost importance and value in order to climb to the top and stay there.

This exchange of information and analysis begins each morning at 2nd Brigade Headquarters with a complete operations briefing, commonly known as "the morning update." The Brigade commander is briefed by staff members from recruiting operations and apprised of production status. This constant review and evaluation is most effective in planning and implementing recruiting strategy.

The key marketing strategy continues to focus on the high school and college as the basic market unit.

In a continuing effort to build on success, a fresh look was taken at our marketplace at the beginning of FY 83. This resulted in an ability to even more closely define the geographic concentrations of our Category I-III priority target prospects. This analysis produced "Project 83" . . . a marketing strategy which identified 83 counties within Southeast in which an estimated 50% of the priority market resides. The data must be analyzed along with the many other variables to include: student volume, school potential for Category I-III, historical sales data, production volume, and accessibility.

A lot of energy, time and resources have been channeled into the quality market during FY 83. Over 80 percent of TAIR dollars have been spent in the high school/college market this fiscal year. Advertising dollars and content have been keyed to the interests of the I-III market.

FY 83 will also be remembered as a unique and challenging year for recruiting in the USAR arena.

Southeast Brigade began FY 83 facing two problems that had not previously affected the ability to recruit. Caps were placed on paid drill strength and the recruiting force was not aligned to recruit where vacancies existed. The task of recruiting moved from filling units for strength only, to what is


termed "manning for readiness," geared to putting qualified people in proper jobs and filling each unit to its authorized strength level.

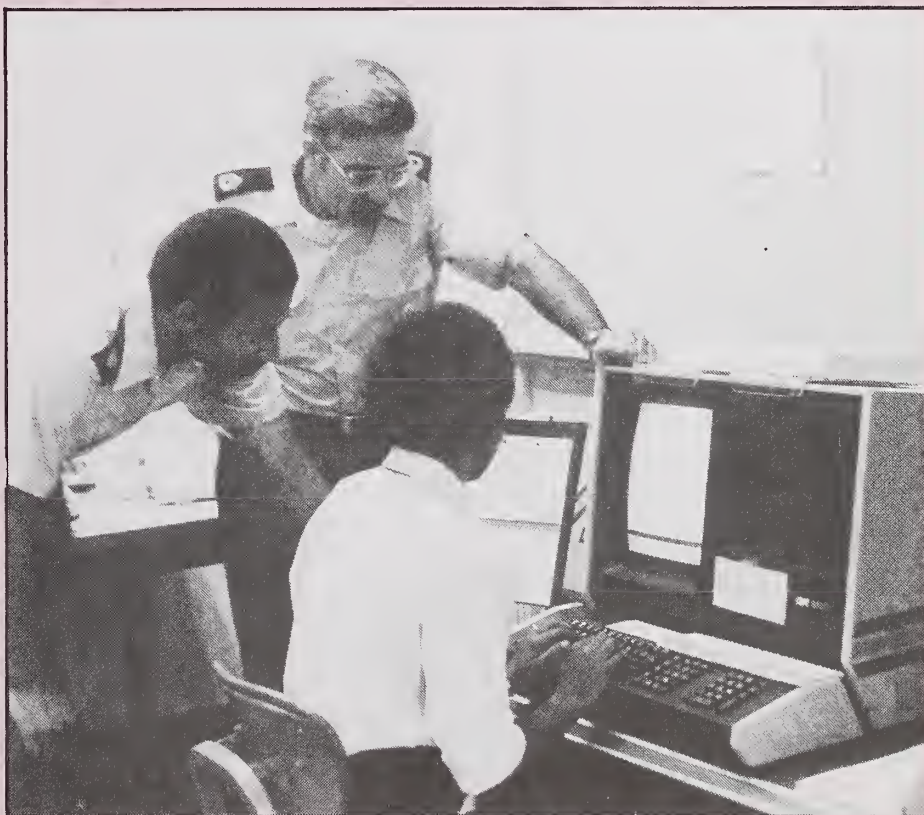
This attempt to improve USAR unit readiness posture caused unit vacancies to drop across the board to levels previously not seen by Southeast recruiters. These new rules of the "game" required the recruiting force to spend more time and effort putting a young person in a USAR unit.

Southeast, when faced with this challenge, once again took the lead and tackled the problem head on. As a result of proper planning and good recruiting, FY 83 through third quarter has been a successful year. When 82 yearly accessions were tabulated, 114.6% of the USAR GSM Category I-III mission had been achieved. At the end of third quarter FY 83, the USAR enlisted 133.8% of its GSM Category I-III objective. In FY 81, 30.6% of the NPS enlistees belonged in the Category IV group. By the close of FY 82, Category IV accessions were down to 12.5% and through third quarter FY 83, the brigade's objective to recruit quality soldiers for the USAR remains

intact, with only 13.0% of the GSM recruits scoring below 31 on the armed services entrance exam.

Southeast looks ahead to FY 84 — well on its way to completing another successful year of putting quality soldiers in the 23 major USAR commands.

In summary, this year's recruiting story in Southeast represents integrity, challenge, hard work, and a desire for excellence — a proven formula for continued success. 



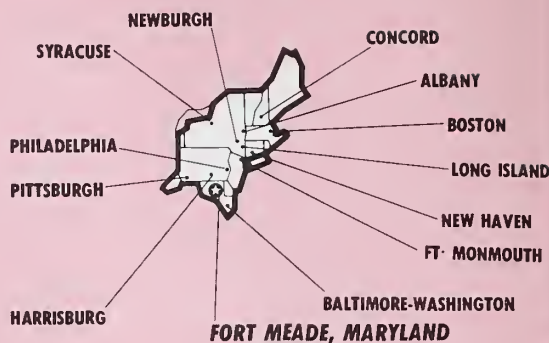
Members of Recruiting Division, Operations Branch, check status of enlistment contracts.

1ST Recruiting Brigade (Northeast)



Last year 1ST Brigade was the Cinderella story in USAREC, having categorically made its mission for the first time in 17 years.

COL William G. Ganey



by COL William G. Ganey
Cdr 1ST Rctg Bde
Northeast

Early this year in congressional testimony, Secretary of the Army John O. Marsh, Jr., challenged us all when he directed the Army move toward excellence during 1983. We in Recruiting Command might identify elements of his challenge in some of our slogans. Last year we echoed "The Army Starts with You." This year it is "Provide the Strength." Actually both statements say the same thing. The Army's strength does start with the recruiting effort and an Army of excellence is not achievable without excellent soldiers.

It is doubtful whether our leaders would be talking about an Army of excellence unless that goal were in sight. Excellence is precipitated by many things. Among them it takes an environment of professionalism, adequate resources which provide the source of quality upon which to replenish our excellence, good training programs and strong leadership.

It is indeed a tribute to recruiting efforts during the past two years that we can realistically speak of excellence, for we have started programs and standards to provide the quality resources necessary for today's Army.

It was only a few years ago that we were discussing a troubled Army suffering from the aftermath of an unpopular war, riddled with drug and discipline problems, without proper equipment and without soldiers who could cope with the modernization that loomed on the horizon. Now our Army is feeling good about itself because that excellence is so much closer.

Training centers and field commanders alike have expressed their excitement about the quality of the new soldiers. Our Chief of Staff, GEN Wickham, in referring to today's soldiers has stated: "They are motivated, patriotic and selfless in service to our great nation. Trained to fight and win, they are the best soldiers, noncommissioned officers, and officers that I've seen in all my service." GEN Thurman, the Vice Chief of Staff, in testimony before the Congress while he was the Deputy Chief of Staff for Personnel, noted that the quality of soldiers coming into the Army is better than ever.

Recruiters should certainly feel proud of the contribution they have made in this pursuit of excellence, and the recruiters in the 1st Brigade (Northeast) have led the way. Last year 1st Brigade was the Cinderella story in USAREC, having categorically made its mission for the first time in 17

years. This year the achievements will exceed last year's effort by a significant margin. Figure 1 compares quality increases between FY82 and FY83 through RSM June.

As the figures reflect, there are dramatic increases in the quality categories, and we haven't even added in the fourth quarter accomplishment. Just thru RSM June we enlisted enough GSM I-III A to fill the E1-E4 vacancies in 22 infantry battalions and 41 division artillery battalions, and the tank crews of 74 tank battalions. With this renewed emphasis on quality during FY83, we faced some dramatic changes in our recruiting environment.

One of the most challenging was the environment for USAR recruiting. We shifted from quantity to quality as we did for the active force in 82, but we aimed our efforts at delivering specifically what the USAR TPUs needed. In an environment where the vacancy became more critical than the availability of the applicant, we had to adjust to a new situation.

We analyzed the problem, systematically organized our efforts to better posture our reserve units for mobilization and took great pride in the growing strength and readiness in the USAR units within the First United States Army. FY84 will present new

challenges, for with excellence in sight, our leadership demands even more quality.

The Army is reorganizing under the Division 86 concept, and the force modernization associated with this reorganization is replete with new weaponry to include laser technology, satellite communications, Abrams tanks, patriot missiles, tacfire, increased automation and increased technology in almost every facet of our Army.

This new equipment requires smart soldiers to operate and maintain it. Our success in providing these soldiers will provide the means for our Army to negotiate the path to excellence.

In addition to quality resources, excellence in the Army today demands well-structured, effective training programs. Internally Northeast has had a year of turbulence. We now have the newest force within USAREC. A large portion of the region is now in the transitional training evaluation program. While this changeover has cost us in experience, the new recruiters are motivated and eager to succeed. Already some of our new recruiters are leading their districts as the top producers.

They do not remember how it used to be; they do not talk about volume numbers, but mission by box. We geared up to train our new force by designing and developing a unique "hands on," realistic station commanders' course that has been attended by 52 assistant company commanders

and more than 50 station commanders.

Without exception, the course has been hailed as the most useful recruiting managers' training package these middle managers have seen. We have forced ourselves to utilize the recruiting management systems and are finally seeing the benefits of these documents as management tools rather than as administrative burdens. Positive things are happening in 1st Recruiting Brigade because we made them happen.

ship with another word, called power.

Leaders mobilize the best in their followers who, in turn, demand more of their leadership. The soldiers of 1st Recruiting Brigade will demand much from the station commander, assistant company commander, company commander, recruiting battalion commanders and brigade commander. Leadership does not come cheap; it will require all that we can offer, hard work, creative thinking and effective communication.

MISSION ACCOMPLISHMENT

	COMB	GSM	GSM I-III A
FY82	20929	15315	8279
FY83	25830	18789	11004
+4901	+3474	+2725	

Figure 1

Finally, excellence cannot exist without strong leadership to manage the Army's resources, effectively use skills and abilities, direct training, and set professional standards. The leadership in Northeast will continue to be challenged. Many new officers and noncommissioned officers will find themselves in new positions of responsibility that will require leadership. I underline the word leadership because too often we confuse leader-

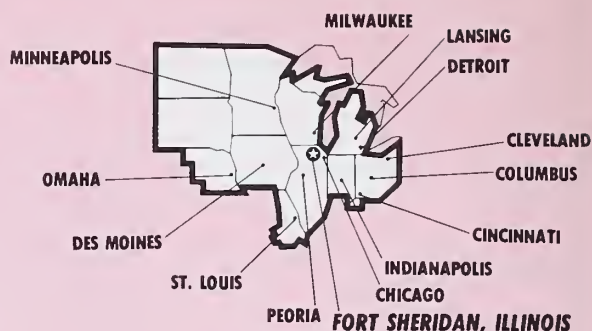
Cliches like "work smarter not harder" will not get you there. The key is to be able to transmit specifically to the soldier exactly what is required and then to measure his performance against a specific objective. We will meet the demands of our soldiers; we have no choice if we are to lead the way to an Army of Excellence. **T**

4TH Recruiting Brigade (Midwest)



*In the Midwest success is
spelled H-A-R-D
W-O-R-K*

COL Norman E. Jarock



by COL Norman E. Jarock
Cdr 4TH Rctg Bde Midwest

It takes hard work to be successful in recruiting.

The demands of making mission require long hours of prospecting, leadership at all levels, personal sacrifice, and uncompromising adherence to high standards. Working for this command presents a true test of one's physical and emotional stamina. In the end, all the hard work does have a reward. By the end of FY 83, Midwest accomplished over 100% of its overall mission goals. More important, the young men and women we have recruited are of the high quality the Army demands.

If bringing in the right number and kind of enlistees is the end product of recruiting, prospecting is what provides the raw material. Columbus Battalion's SSG Bill Armstrong is one recruiter especially adept at both prospecting and converting prospects into enlistments. Armstrong joined the Recruiting Command in October 1981 and had earned his gold badge, the Commanding General's Trophy, and membership in the Commanding General's 100 Club within one year. Armstrong relies heavily on the telephone to conduct his prospecting. "The telephone is the only way you can recruit. You can reach 50 times

the number of people by phone as by person-to-person contacts," said Armstrong.

Armstrong augments his Lead Refinement List with yearbooks and sports programs to give him a background on the majority of the people he calls. One of the things he says helps in telephone prospecting is to have a yearbook or sports program in front of him, turned to a picture of the person he is calling. He feels it is more like talking to the person and not just a voice on the other end of the line.

Midwest's best recruiters know that theirs is not a typical nine-to-five job. Successful recruiters must devote long hours to their job and must always keep in mind that the product they sell is a career and a lifestyle. Because of this fact, genuine concern for the welfare of the prospect and his family is of primary importance. SSG(P) Michael Blackwell, Des Moines Battalion emphasizes working for and with the prospect. "I become a 'part of the family' of the individual I enlist. I visit with them and let them know that I truly care about their well-being. If they have a problem, I want to be there and help in any way I can," said Blackwell.

SSG William Loomis, Indianapolis Battalion said, "Spending long hours talking to Mom and Dad about the Army College Fund is paying off for me. It's not too hard to get Mom or

Dad to invite me over for a cup of coffee or even dinner. That's when I take the opportunity to explain the Army and its benefits. There is more time and effort put into this approach, but more than 80 percent of my contracts come from this particular approach to selling."

Midwest recruiters have discovered that personal investments of their time and talent can pay off handsomely with enlistment contracts. Often, that personal investment means becoming involved in the sports programs of their high schools. Early in SFC Thomas Flanagan's recruiting tour in the Detroit Battalion, he had an opportunity to supervise a weight training class at the larger of two high schools assigned to his station. Flanagan's volunteer work changed the attitude of an entire school.

SSG William King, Peoria, also donates some of his spare time to provide coaching support to a local high school. King's track coaching job has won him the respect and trust of students and faculty. King has been able to make presentations to individual classes as well as sponsor several TAIR teams for larger student audiences. All that exposure in the high school has been good for King, who says, "I am in the school so much, and so many of the students know me, I am treated as one of the faculty."

LTC Robert Meredith, Minneapolis

Battalion commander, believes that the effective chain of command is vital to a successful organization. "The individual and leadership challenge is surmounting frustration, lack of urgency and simple laziness. Correctly establishing, continually implementing and consistently monitoring procedural standards within the recruiting system framework is the job of a visible and energetic chain of command."

Efficient, planned use of available resources is another key to Midwest's success. FOCUS '83 information was studied closely in Cleveland and three companies were chosen as requiring added advertising emphasis. According to LTC Joseph F. Sarakaitis, "In December the Boardman company was blitzed with a \$10,800 package that — when coupled with an aggressive prospecting program — pushed (the Army's share of) the Boardman DOD share over the 40% mark for the first time ever. In May, a similar package was used in Akron and, in August, in the Toledo company.

"The results do indicate that locally generated and tailored ad packages — when coupled with aggressive prospecting — produce results," said Cleveland's commander.

Not all leads, however, come from locally purchased advertising. A great number of leads come from national advertising and are processed and forwarded by the REACT Center in Clifton, NJ. Experience has taught this Brigade's recruiters to trust the REACT Center leads to be valid — and valuable — as a source of prospects. Confidence in the REACT system and the command's emphasis on fully utilizing this resource has produced good results for Midwest.

Sales promotion programs take up where advertising leaves off. Ads present a brief message that speaks in general terms about Army opportunities. TAIR events provide the prospect with a close-up view of real soldiers demonstrating an actual Army occupation. The purpose of both advertising and sales promotion programs is to make the individual aware of what the Army offers and to generate an

interest to find out more. By themselves, these programs rarely convince prospects to enlist. Instead, their goal is to influence attitudes and change perceptions in order to allow the recruiter to do his or her job, which is to sell the enlistment.

SFC Bill Darrah estimates that 25,000 people viewed TAIR teams or Support Center exhibits in the Peoria Battalion during FY 83. "The TAIR teams produce events that students talk about at home, and with their friends. This type of advertising works for us in ever-widening circles. The TAIR program has proven to be an important asset to the recruiting effort," said the Battalion's Public Affairs NCO.

Cincinnati Battalion uses TAIR teams to successfully compete against the heavy influence of the Air Force in the Dayton market. Dayton is the home of the Wright Brothers, Wright-Patterson Air Force Base, and the Dayton International Air Show. Each year, the Air Force and Navy aviation programs are well represented at the air show and, this year, so was the Army. Combining the assets of local reserve units and TAIR support posts, the battalion coordinated a solid lead-generating display.

According to Bob Lessels, Public Affairs Specialist at Cincinnati, "The demonstration — presented two or three times a day — was truly impressive and scored points with many of the 18-34 year-olds in the audience."

Chicago Battalion's most successful sales promotion activity of the year was "Army Night" at a Chicago Sting soccer game. The Army night was planned to get public exposure for the FY 83 Active Army Soccer program, and to increase public awareness of Army recruiting in the Chicago area. Winners of the 1983 Soccer Most Valuable Player awards, along with their coaches, were introduced before the soccer game began.

Chicago bought advertising space on a poster which was created especially for Army Night. Ten thousand posters featuring a photograph of the Sting team members below an "Army, Be All You Can Be" banner were

produced and distributed to the 7,800-person audience that night. The poster continues to be popular with the Sting players who use it when handing out autographed photos.

Douglas Smith, A&SP Chief for Chicago, reports, "We were looking for a way to increase public awareness of both Army recruiting and its involvement in the Active Army Soccer program. Army Night at the Sting game was precisely the vehicle we needed. We've already begun planning our 1984 Army Night with the Sting."

Milwaukee Battalion has capitalized on the success of a professional sports team by conducting a large-scale radio advertising campaign featuring spots describing the Army and the 1982 American League champion Brewers as two examples of winning teams. The spots play during commercial breaks of the Brewers' games. Radio ratings surveys show the games to be favorites of the Army's target age group.

Automation of headquarters offices and recruiting stations has also been a factor in Midwest Brigade's success. Now commonplace in brigade and battalion offices, CPT terminals are important to the daily operations of this command.

Word processing machines have eased a tremendous clerical workload. New data processing applications have been developed in-house to provide management data on command elements or recruiters. Resource management by the Comptroller Division has been improved by the introduction of the new informal cost control ledger. This system has provided a means for rapidly tracking actual expenditure rates to allow for more efficient obligation of remaining funds.

Midwest has put together all the ingredients for recruiting success: a trained and motivated sales force; a chain of command that, in positive ways, encourages excellence; and a staff which is dedicated to providing responsive support to the recruiter. It takes hard work on everyone's part to bring these elements together — and to keep them together — but the results show it has been well worth the effort.

6TH Recruiting Brigade (Western)



*In the year of excellence,
new initiatives make
"The West Best."*

COL Robert H. Alsheimer



**by MAJ John F. Lucas
6TH Rctg Bde Western**

From the outset of Fiscal Year 83, the challenges for the 6th Recruiting Brigade (Western) were clear. The Brigade had to follow up the successes of the previous two years and continue the shift into upper mental category markets.

The continuing shift in mission into the upper categories demanded that the 6th Brigade develop new initiatives in order to achieve success. The aim of these initiatives would be to assure that the battalions and companies of the brigade worked smarter not harder. The brigade would operate and make mission as a team.

The first initiative developed to meet the '83 challenge was "Operation Golden Nugget." The intent of "Golden Nugget" was to reduce the "hero to zero" syndrome of recruiting. The goals of "Golden Nugget" were two-fold: first, to have recruiters accomplish mission box one week before the end of the Reception Station Month (RSM) and second, use the last week of the RSM for preparing packets for the next RSM.

To implement "Golden Nugget," each RA and USAR recruiter was

required to have a minimum of one CSM approved packet at the battalion by the Friday before the start of the next RSM. This helped the recruiters begin the month on a positive note. The concept in the Western Brigade is that by adjusting the glide-path in this manner, the field force would be successful during the entire RSM and not just the last day.

The second initiative to meet the '83 challenge was the development and implementation of the production management work sheet. The work sheet was developed to show each recruiter's minimum workload which had to be accomplished over an established time frame. In Western Brigade's experience the average time span from contact to contract was 14 days.

By determining actual average time spent between elements of the processing cycle (appointments conducted/met/physical/contract) the production management work sheet entries would be more reflective of actual minimum accomplishments needed in each category. It also identifies production shortfalls early so that positive corrective action can be taken to assure mission accomplishment.

The production profile that is maintained on all recruiters is used to develop the minimum workload for

each recruiter. This workload is based on even-flow and is geared to the requirements of Golden Nugget. This data is compiled at station level to fill out the production management sheet. It is in turn reported to and incorporated in the company, battalion and brigade production management sheets.

The actual accomplishments for each RSW are reported by each Recruiting Station up the chain-of-command. Each level is therefore able to compare accomplishments versus projections. Where the shortfall exists, appropriate action can be taken to assure that the mission for the month is accomplished.

The third initiative taken to provide for success in Western Brigade was Project Pay-dirt. "Grubstake" is the code name of those counties where the brigade achieves the bulk of its mission.

The 6th Recruiting Brigade encompasses 328 counties, and market studies have identified 7 counties in which it achieves over 35% of GSM I-IIIa mission. The company commands responsible for recruiting in these counties receive special attention. Each staff division ensures that the resources for which it is responsible, (i.e. personnel, vehicles, furniture, training, advertising, etc.) are maintained at high levels in the "Grubstake" counties.

This enables the field recruiting force in the critical market areas to be of sufficient strength to achieve success. These assets are linked to the "Grubstake" which prospectors needed in order to survive until they struck "paydirt." At the battalion level, each staff section gives special attention to supplying the stations in "paydirt" counties.

One of the highlights for 6th Brigade in FY 83 was the Senior USAR Partnership Council meeting which was conducted in March. It included presentations by Department of The Army, FORSCOM, TRADOC, and USAREC personnel.

As a result of these presentations, all parties concerned had a much clearer picture of the Reserve and National Guard issues which affect recruiting. Another result of the conference was the development of closer and more harmonious relationships between reserve unit and recruiting personnel.

These newly reinforced ties proved critical to 6th Brigade in overcoming the turbulence caused by the year-end cap of reserve strengths and the subsequent removal of unit vacancies from the computer.

As a result of the rapport established at the partnership council meeting, brigade and battalion personnel were able, in numerous instances, to have vacancies added to the Automated Unit Vacancy System when there were no suitable applicants available.

A significant and important action taken during FY 83 was the renewed emphasis on Professional Development at all levels of command. The Professional Development team was formed, using only the most successful and technically proficient recruiter/leaders in the command. Initially the taking of these assets from actual recruiting duties was difficult; however, the positive impact they had on raising the field force's effectiveness was the key to production success 6th Brigade has experienced.

The Professional Development team concentrated on developing programs of one-on-one and group training which ensured the training of battalion, company and station commanders and field recruiters. Some of the successful initiatives were training to "Paydirt" recruiting areas, semi-annual training of Assistant Company Commanders, and quarterly remedial training for low producing company com-

manders. All training provided was directed toward increased management by leaders.

The battalions in Western Brigade have taken the same training initiatives and have developed successful programs aimed at improving station commander and recruiter performance. Besides on-going, one-on-one training for low producers and new recruiters, other group training has proven profitable.

Some of the most successful initiatives are quarterly station commander group training, new recruiter evaluation boards, formal station command training for potential station commanders, and peer training programs employing successful station commanders to train low producing station commanders.

The Success of 6th Brigade can be seen in third Qtr YTD statistics.

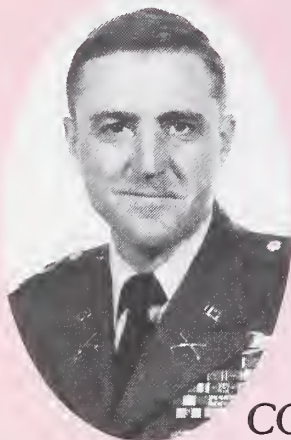
The production statistics for the 4th quarter indicate that the brigade will again make its recruiting mission. New initiatives and refinements of initiatives developed by FY 83 are already under way to insure that success continues in "84."

In the year of excellence, "The Best is West."



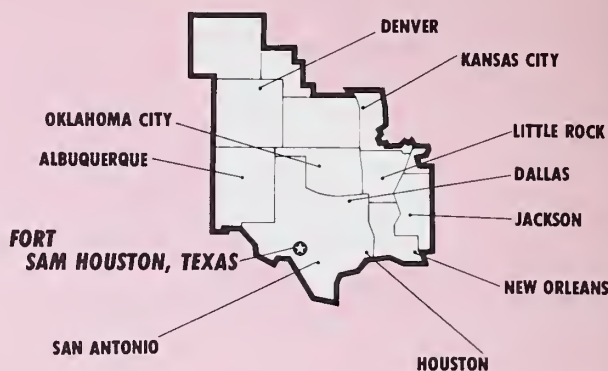
ACTIVE	GSM	MISSION	ACCOMPLISHED	PERCENTAGE
	I-IIIa	6475	7262	112.2%
	III	2648	3021	114.1%
	IV	1875	1491	79.5%
	TOTAL	10998	11774	107.1%
RESERVE	GSM	MISSION	ACCOMPLISHED	PERCENTAGE
	PS	1985	2041	102.8%
	RCM	961	625	64.9%
	TOTAL	6951	6902	99.3%

5TH Recruiting Brigade (Southwest)



*Make mission a week prior
to the close of the month.
"No more end runs"*

COL David J. White



*by 5TH Recruiting
Brigade Southwest*

Life is infinitely easier when objectives are closed early. This is a simple statement that embodies a great deal of hard work, training, and firm leadership, but one that lays out the philosophy of the 5th Recruiting Brigade (Southwest) in terms everyone understands.

In FY83, the Brigade changed tradition. Standards were established and training implemented that reversed the recruiting cycle and allowed the command, from individual recruiter to brigade level, to make assigned missions a week prior to close of the month. "No more end runs" is the way COL David J. White, Brigade Commander, puts it.

A work ethic that results in even flow to the MEPS in the required categories in a condensed recruiting month leaves time to refine mission box and lean forward in the foxholes for the next month. It requires detailed planning, tracking, and management systems, as well as the ability of individual commanders to make accurate and reliable projections, and a responsive, flexible field force that moves quickly to cover shortfalls. Teamwork is the name of the game in the Southwest Brigade.

Getting where they are today didn't happen overnight — growing pains are inevitable. "We had to learn how to make mission before we could close early," according to CSM Tommie Abner. That particular task was accomplished by setting realistic and achievable standards, requiring individuals and units to adhere to them, and accepting nothing less. "When you tolerate less than satisfactory performance, you create a new standard which is usually lower and subsequently defeats the whole system," White claims. Production, appearance and conduct all relate to successful mission accomplishment.

Just how did the 5th Recruiting Brigade move deeper into the upper mental category market, increase its recruiter productivity, and steadily improve the quality and quantity of USAR accessions in the past FY? First the top 60 counties in the Brigade area were identified through a comprehensive marketing effort that analyzed target population demographics, propensity, and a host of other variables. Next, resources were directed toward these priority markets. Advertising dollars were increased, personnel fill

was maintained at required levels, and logistical support was improved. The result was a steadily rising Army share of the DOD take in those areas.

Once successful in exceeding DOD share, the Brigade turned to more sophisticated but simple management techniques to sustain winning attitudes. Each month a five-paragraph standard operations order is published outlining strategy for the coming month. Each battalion knows well in advance what will be required of it and what assets and support are available to close early. Once that objective is fixed in the minds of commanders, training and leadership take over, the Brigade pulls together as a team, the mission is closed by the 3rd or 4th week, and the process begins over again.

Daily communication at all levels, credibility developed with experienced qualified personnel, and absolute insistence on adherence to standards, reinforce success. Today, the 5th Recruiting Brigade (SW) is a well-trained, well-led and proud organization that is providing the quality soldiers the Army needs to man the force in the coming years.



No mission impossible in Peoria



by Nadine Luc
Peoria Rctg Bn

Mission accomplishment is the name of the game throughout the Peoria Recruiting Battalion. It is a team effort, but it necessarily requires individual effort by every recruiter assigned to the battalion.

Quarterly "Mission Accomplishment Awards" hang proudly in the battalion's conference room. The first Quarter FY83 award has proud statistics "RA Mission 603, RA Achievement 744. USAR mission 388, USAR Achievement 411." Others like it for other quarters proclaim what the recruiters and commanders already know: Peoria recruiters know their job, and do whatever it takes to accomplish the mission.

In February, the battalion made every recruiting mission in that recruiting mission month, and over-achieved the active duty objective with 119.2 percent, the USAR mission with 112.3 percent, OCS, 200 percent and WOFT, 300 percent.

Behind the statistics are individual stories. SSG Bruce Donaldson of the Mishawaka station accompanied an applicant to the WOFT Board as a passenger in the applicant's own airplane, piloted by the applicant who had been granted his private pilot license only three weeks before the flight.

Gary recruiter SSG Willie Cook put 14 individuals into boots in one month. Cook, who usually makes mission during the first week of the month, said, "I don't think mission, but rather who is qualified and who is ready to enlist." He said he tries to double mission as a normal goal just to cover any eventual DEP loss. "If I have every category, I can stand up under a DEP loss. I'm trying to work smart, not hard."

Cook, like most Peoria recruiters, has a plan that is followed closely to ensure success. He puts in from three

to four hours of telephone time during the day and another hour and a half during the evenings after students are out of school. During the day he works with REACT and referrals and in the evening he works the lead refinement list. He always tries to work the quality market.

Rockford Company conducts a Station Commander's conference call every Wednesday morning. One element of the call is a "Swap Shop" where commanders trade overstocks of RPIS, presentation items, exhibit units and other materials. It also provides a field of communication which bonds a team within the company.

High schools are the hub of a recruiter's life. One of the most important tools provided recruiting is the ASVAB testing program. Peoria recruiters have been concentrating efforts in this area and last year exceeded the total number of seniors and juniors ever tested. The reasons for the ASVAB's success are, according to Rolf Iller, former education coordinator, that recruiters have been asking the schools to administer ASVAB; recruiters are visible in the schools and they plan, direct, control, execute and follow up. Also, more recruiters are working toward mandatory testing in their schools.

More than 17,000 students have come into contact with TAIR according to figures kept by A&SP NCOIC, SFC Bill Darrah who manages the TAIR assets. That figure, however, does not include those who saw an air assault team from Ft. Campbell, the Cinema Pod or the Ft. Eustis walk-through van. With those assets, the figure jumped to the 25,000 mark. The students had the chance to see military intelligence specialists, medical specialists, maintenance personnel, linguists, journalists, soldiers with various combat arms specialties and even some wrestlers.

SFC Darrah said, "The TAIR teams are events the students talk about at home, and with their friends. This

type of advertising works for us in ever-widening circles. The TAIR program has proven to be an important asset to the recruiting effort."

Advertising in all its forms plays a large part in the life of recruiters. Much of it is generated by the recruiters themselves.

SSG Michael Boville of the DeKalb recruiting station got to thinking about the potential cost of education and cash benefits from the Army for the enlistment of five Sycamore High School seniors.

He figured that the combined potential from these DEPs was \$122,600. A lot of that money will be returned to the community from the Army College Fund.

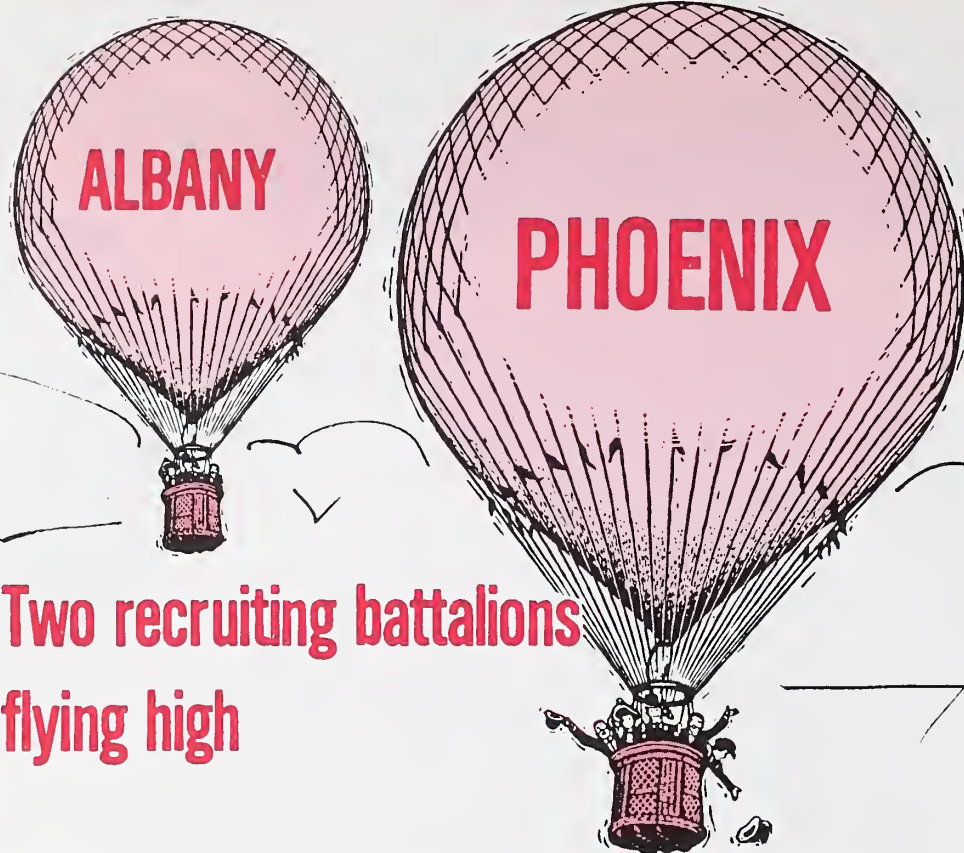
When a newspaper release was worked up and submitted to local media, readers were told that if five seniors from one high school could generate that kind of money, a massive amount was being pumped into the community through enlistments from all of its high schools.

At a series of seven COI functions organized recently in Peoria, it was pointed out that some enlistees who had contributed to the Army College fund will be leaving the Army this fall, bringing millions of dollars of educational benefits back to the communities.

Another form of advertising is the job fair.

Peoria recruiters participated in that city's first televised "Job Fair." More than 800 persons saw their booth and the display unit behind it. Not only did the battalion receive media exposure, but it received 25 solid leads as well.

At the heart of Peoria Battalion's success are its 140 recruiters who give the mission their dedicated attention. Their belief in the mission is undeniable. It makes them successful recruiters and has brought Peoria from the basement of recruiting six years ago to the success it enjoyed in FY 83.



Two recruiting battalions flying high

Phoenix and Albany Recruiting Battalions are two examples of why USAREC is "Flying High in 83." They along with Jackson, Charlotte and Peoria have led the

way, but without the support of "Top Flight" recruiters in all the battalions our recruiting effort would not be the success it is today.

Phoenix Rising

by Thomas Aldred
Phoenix Rctg Bn

It should surprise no one that LTC Robert T. Sweeney holds special affection for the Army's "Be All You Can Be" theme.

As commander of the Army Recruiting Battalion Phoenix, he has used the theme as the foundation for one of the service's most successful recruiting programs — with one pointed modification.

Sweeney's guideline makes a single, simple request — "demand" might be the more accurate word — of Phoenix recruiters, staffers and the colonel himself: Be All You Can Be . . . Plus 20 Percent.

"It's been the battle cry for each of our FY 83 recruiting months," noted Sweeney, an infantryman who took over the Phoenix Battalion in May 1982. "We believe that doing our job — and doing a good job — takes much more than just an average effort. It takes commitment from all of us,

which in turn means doing things over and above the mission we're assigned.

"The 20 percent figure gives us a goal to work toward, even though a lot of what we do can't be broken down into numbers and percentages. Where it does show up, of course, is in the mission box."

Phoenix's 1983 "box" has been filled with good news for Sweeney and company.

Through the August recruiting month, total contracts were running more than 20 percent above the assigned mission. In the all-important "quality" categories, the Phoenix figures have mirrored the record numbers of new soldiers who are either high-school graduates or seniors and are in the top mental categories.

Sweeney can list numerous reasons for the battalion's success, many of them centering on a full range of programs and activities aimed at reaching the quality market.

For instance, he notes that Phoenix recruiters enjoy a generally productive relationship with schools throughout

the battalion area, which comprises all of Arizona and portions of southern Nevada (notably Las Vegas) and eastern California. That makes it easier for recruiters to talk to a student population that consistently scores above the national norm on basic skills tests.

The battalion is rolling into the computer age, Sweeney said, by emphasizing the Army's high technology opportunities and by taking advantage of such microchip media as the JOIN and REACT systems.

To make sure recruiters maintain the necessary visibility within their communities, Sweeney emphasizes an active agenda of ASVAB testing, local advertising and TAIR-program involvement.

But what really sets Phoenix apart is something the Massachusetts-born commander calls "the human factor."

"'Working smarter' is a term we hear and use quite a bit, and it has a lot to do with our record of productivity," he explained. "We look for new ideas, creative solutions to our problems. Sheer persistence also counts. And it's

our PEOPLE who come up with those new ideas and discover unique ways of doing things.

"Much of the burden for working marder — and getting things done — falls to the individual recruiter," Sweeney said.

"We want to make our recruiters production-oriented from the moment they arrive. The illustration I use is that a recruiter's job is something like a 12-inning ball game. He or she has to work on it every month of the year. Miss that mission just one month, and you lose points that will be doubly hard to make up.

"I think we've been able, by and large, to communicate that concept to our recruiters. They are production-oriented, as much as or more than any other group in USAREC."

Sweeney said he thinks the Army is providing him with an ever-improving

crop of new recruiters. The best ones, he added, share three qualities.

"They are consistent, self-disciplined and motivated — highly motivated," he said. "They have the ability to follow orders and work toward making the mission they're assigned, but they can also set their own goals and priorities and turn them into reality."

Sweeney looks for the same traits in his support staff, which holds the responsibility for "unleashing the tremendous potential of our recruiters."

In line for special attention are station commanders — "the ones we count on to achieve results and improve productivity" — and family members.

"At the most basic level, they are the people the recruiter relies on most," Sweeney stressed. "When the station commander doesn't keep his recruiters up-to-date with what they need to

know, I can't expect the recruiters to live up to my expectations. At the same time, if there are problems at home, a recruiter can't give me the work I ask for. We encourage our recruiters to acquaint their families with their work. A wife or a husband has to understand the demands of the job. Then it's up to the family, with help from the chain of command, to sort out the conflicts."

Sweeney's forecast for what he likes to call "the hottest battalion in USAREC": simply more of the same.

"We don't plan to slow down or cool off," the former Green Beret concluded. "I've always thought that if you shoot for the minimum requirement, you just might not make it. You have to go for something bigger than the bare essentials.

"In Phoenix, we spell it out in that motto. We have to be all we can be — plus 20 percent."

"It is a given — at least it should be — that recruiters are the best professional noncommissioned officers in

the best Army in the world. The key to our success was the professionalism of our field force."

Reflections in Albany

*by LTC Fred K. Budzyna (AGC)
(US Army Retired)
Albany Recruiting Battalion*

Not long ago I read an article in a newspaper in which a senior military officer provided his views on why recruiting has been so successful for the past few years. Naturally, the poor economy was given as a reason. All those CAT I-IIIs on the outside just don't stand a chance in a down economy, so they are bashing down the doors of recruiting stations everywhere.

Of course, pay and benefits were mentioned as being so generous these days that any clear-thinking young person would seemingly be willing to buy his way into the Army, just to get a piece of the action. Oh, and don't forget how patriotic our young people are now, what with the Vietnam experience all but forgotten. These kids nowadays want to serve! And if all

these things weren't enough, we also have great management systems to go along with the lousy economy, big military bennies, and a 17-25 year-old population of flag wavers.

This officer covered all the bases — economy, pay and benefits, patriotism, and management. At least, he might have thought he covered all the bases. To me, however, he left out the most important ingredient — THE RECRUITER! Now, I'm not so naive to believe that the economy, pay and benefits, and all the other things don't come into play in the recruiting environment. But one thing is for sure. Real success in the recruiting business only comes from hard work by dedicated, professional recruiters.

After five years in USAREC, the last two as Commander of the Albany Recruiting Battalion, I can say without reservation that the key to our success is the professionalism, of the field force. That would seem obvious enough on the surface, but I think too often those not in the trenches forget

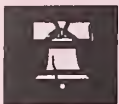
that, or never consider it to begin with.

It is a given — at least it should be — that recruiters are professional non-commissioned officers in the best Army in the world. That means they must be treated as professionals all the time.

As long as those recruiters know that you're on their side, that you're all in this together, they will go that extra mile. Recruiters are super people. I've known a lot of them in my five years out here. I'll always remember them, and I'll always consider myself fortunate to have had the opportunity to serve and work with them.

The Albany Recruiting Battalion will end the year as the second ranked of twelve recruiting battalions in the 1st Recruiting Brigade (Northeast). But that in itself is not important. What is important is that we were successful. We gave more than we were asked to give. That's professionalism, and recruiters can tell you a lot about that.





Led by Los Angeles Rctg. Bn. Commander LTC John K. Swensson, officers and NCOs march in the Armed Forces Day parade. It was a first for USAREC.

RECRUITERS MARCHING? UNHEARD OF! But it happened in Torrance, CA when officers and noncommissioned officers of the Los Angeles Recruiting Battalion led by Battalion Commander **Lieutenant Colonel John K. Swensson**, marched in the Armed Forces Day parade. It was a first for USAREC.

As the largest Rctg. Bn. in the country, Los Angeles was able to put more than 200 NCOs on the street in mass formation. They received a standing ovation all along the parade route from both the public and other military organizations present.

According to **Sergeant Major Bill Fitzpatrick**, the NCOs of the unit took great pride in representing the Army in the parade. "Our soldiers have very little contact with any formal military activity because of their geographic dispersion in over 50 offices located in civilian areas, so this was a good opportunity to remember an important part of our profession."

Among the Army's guests at the parade were **Major General William O'Leksy**, FORSCOM Deputy Chief of Staff; **Colonel R. H. Alsheimer**, 6th Rctg Bde Commander; and **Major General Berwyn Fragner**, 63d ARCOM Commander.

The Los Angeles Battalion plans additional participation in civic activities during the year, including assisting at the Army/Navy game in the Rose Bowl at Thanksgiving. (Fred Jacobs, Los Angeles Rctg. Bn.)

IF HE'S NOT AT HIS DESK, **Sergeant First Class Bob Gormley** of the Oakland Metro, CA recruiting station might be found lecturing high school German classes, playing in a band, or singing the National Anthem at the Bernal, CA raceway. Gormley seems to have a talent for combining his talents and his Army career.

He became fluent in German when he was stationed in Germany during his first assignment with the Army. Now he uses his language ability to get exposure at Piedmont High School talking to German classes about what it's like to live in Germany.

Gormley's musical talents also give him exposure in the community. He's a member of the Flatland Express band, and he occasionally sings the National Anthem in uniform before the races at the Bernal Raceway in Altamont Pass, CA. Earlier in his Army career, Gormley had been a member of the Army Soldier's Chorus, and he was chosen to travel with the Command Military Touring Show, playing in the band at military installations on the west coast.

Gormley became a recruiter in 1981 and was selected Recruiter Rookie of the Year for Western Recruiting Brigade. "Right now, I'm doing the two things I like most," says Gormley, "being an Army recruiter and a singer/musician." (Marcia Caron, San Francisco Rctg. Bn.)



Recently retired Lieutenant Colonel Fred K. Budzyna, former Commander of the Albany Recruiting Battalion administers the oath of enlistment to his daughter Susan during ceremonies at the Albany, NY Military Entrance Processing Station. Her mother Margaret and brother 2LT Thomas Budzyna attend. Susan will be pursuing a career in Army Broadcast Journalism while collecting over \$20,000 for her future education through the Army College Fund. (Photo by Tracy M. Reese).

THE ARMY COLLEGE FUND PRACTICALLY SELLS ITSELF, says **Sergeant First Class Jay Elliot**, commander of the Morristown, TN Army Recruiting Station.

Elliot and Morristown recruiters **Sergeant First Class Ronald James**, **Staff Sergeants Carl Johnson and J.W. Purcell**, and **Sergeant Bob Robertson**, have helped young people in their recruiting area become eligible to

receive more than \$900,000 in education benefits under the Army College Fund Program.

"Thanks to all the advertising on the Army College Fund, young people in this area approach us with questions about it," Elliot says. "When applicants show that kind of interest, it's not hard to get them interested in all the other programs and skills the Army has to offer." (Nashville Rctg. Bn.)

AN EMERGENCY CALL FOR BLOOD got immediate response from **Captain Daniel Pass**, Renton Company Commander in the Seattle Recruiting Battalion.

The Blood Bank in Tacoma, WA issued an urgent call for blood shortly after a tragic plane accident involving an entire family. The mother and two children survived the accident, but because the children are hemophiliacs, over 600 pints of blood were used to save their lives. The blood bank was in urgent need of blood.

Responding to the need, Pass gathered together his local recruiters, along with their DEPS, and sponsored a blood drive at the Renton Recruiting Station. Pass also invited the public and challenged members of the other armed services to donate blood at the station. The drive was a great success.

"It's truly rewarding when we can show that we are part of, and care about, the communities we live in," said Pass. Of his DEPS' participation, he said, "They were willing and eager to be counted as part of the Army team!" (Mary Hetzler, Seattle Rctg Bn.)



In response to an emergency, recruiters and DEPs donate blood at the Renton, WA recruiting station.



Melissa Wells, the 100th enlistee this year from the Bowling Green Army Recruiting Station, watches presentations on the JOIN system with her recruiter, SSG Charles K. Sharpe.

THE 100TH ENLISTEE THIS YEAR from the Bowling Green, KY Army Recruiting Station is 17-year-old **Melissa L. Wells**. She enlisted in the Army through its special Delayed Entry Program and went on active duty in October.

"We are pleased that Melissa turned out to be our 100th enlistment this year," said her recruiter, **Staff Sergeant Charles K. Sharpe**. "She is really a highly qualified, highly motivated young lady who will benefit a lot from her Army training."

Wells is a 1983 graduate of Logan County High School in Russellville, KY. She is the class Salutatorian (with a 97.8 percent grade average), was the school's recipient of the Army Reserve Scholar Athlete Medal, and played basketball for the school, earning all-district honors twice and all-regional honors once.

"I always thought I'd like the Army," said Wells. "And with all the programs available, enlisting seemed like an opportunity I didn't want to pass up."

Wells' recruiter Sharpe and Bowling Green Station Commander **Sergeant First Class Charles E. Campbell** were both on hand at the Military Examination and Processing Station to witness administration of the oath of enlistment to their 100th enlistee this year.

Wells enlisted for three years to become a Multi-Channel Communication Equipment Operator. She will be participating in the special Army College Fund which will allow her to accumulate \$20,100 toward her college education after she completes her three-year enlistment. (MSG Rick Hayeland, Nashville Rctg Bn.)



"But Dad, I don't want to be in the Delayed Entry Program. I want to be all I can be now!!" Three-year-old David Caron accompanied his father, SFC Richard A. Caron, a reserve recruiter at the Concord Recruiting Battalion when he escorted 23 high school students to an Armed Forces Day Open House held at Ft. Devens, MA. (Photo by SP4 Mary Spatafore, Ft. Devens, MA.)

USUALLY COMPETITIVE IN THEIR DAILY DUTIES, Army and Navy recruiters recently cooperated in order to save a life.

Staff Sergeants Lewis Scott and William Jones, both Army recruiters in Windham, CN, happened to be on the scene recently when an 80-year-old woman collapsed as she was walking by.

The two recruiters had been talking with Navy recruiter **Petty Officer Bruce Trombley** and **Seaman Noel Remillard**, who was taking part in the Navy's hometown assistant recruiter program.

The four men acted quickly when they saw that the woman was in trouble. Irene Marquis' pacemaker had stopped and she wasn't breathing. Her lips were turning blue and she had no pulse. The men administered CPR until an ambulance arrived 15 minutes later.

Scott, Jones and Rombly have had Emergency Medical Technician training, but none had actually used it in an emergency situation.

It's not the first time the Army and Navy have cooperated in an emergency. (SFC Scott Upton, New Haven Rctg. Bn.)

ORIGINALITY SOMETIMES WINS THE RACE, and sometimes it's important in successful recruiting, too.

Recruiters from the Rome and Cartersville stations of the Atlanta Recruiting Battalion recently displayed their own version of originality. For their "armor" entry in a local annual pre-race "bed parade," the recruiters camouflaged an ordinary metal bed with a cardboard tank turret.

The recruiters didn't take first place honors in the race itself, probably because they were forced to run against a college track team. They did, however, capture the trophy for originality, virtually unchallenged, for their "armor" entry in the prerace parade. (Linda Roop, Atlanta Rctg. Bn)



Shown marching with their armor entry in an annual "bed race" parade are, from right front, Mr. Wood, SSG Suddath, SFC Todd Padgett, SSG Walter Hardy of the Rome Station, Atlanta Rctg. Bn.



Using the new JOIN system, SSG Randall Renfrow makes a sales presentation at a computer exposition in California.

TO SHOW THAT THE ARMY IS VERY MUCH A PART OF THE COMPUTER AGE, recruiters at the Santa Ana Recruiting Battalion are taking the Joint Optical Information (JOIN) system to the people.

Staff Sergeant Randall Renfrow of Santa Ana's Upland recruiting station recently took advantage of an opportunity to let JOIN show its stuff at a recent computer exposition in a local shopping plaza.

"We say the Army is very much a part of the computer age in our advertising," said Renfrow, "and seeing the JOIN in operation really drives the point home."

Renfrow and his area commander, **Captain Paul Rana**, are not alone in their endeavor to take JOIN to the people. Recruiters and company commanders throughout the Santa Ana district are showing JOIN's "wares" at local malls, career days and computer fairs.

At Santa Ana, JOIN is already proving to be one of the Army's most innovative ways of showing why the Army is the service to join. (Donna Malkovitch, Santa Ana Rctg. Bn.)

STUDENTS WHO HAD EXPRESSED AN INTEREST IN THE ARMY as part of their future were given an opportunity recently to learn more about the programs

and opportunities available to them in the Army.

Accompanied by recruiters **Staff Sergeant Steve Foster** and **Staff Sergeant David Hartman**, students representing seven high schools in the Dallas, TX area were given a guided tour of Ft. Hood.

After a bus trip to Ft. Hood sponsored by the Dallas Main RS, the students witnessed static displays of captured Soviet/satellite weapons and armored vehicles, had lunch in the Army dining hall, and were briefed on the Army's new M-1 tank and other armored weapons. (Jim Alexander, Dallas Rctg Bn)

HIS REPUTATION PRECEDED HIM when **Staff Sergeant Leonard Crager** joined the team of southern California recruiters at the Santa Ana Recruiting Battalion.

Crager is a lifetime member of the "Sergeant Morales Club," an elite organization which recognizes outstanding leadership among noncommissioned officers serving with the US Army, Europe and Seventh Army.

Colonel Robert Alsheimer, commander of the Western Recruiting Brigade made the presentation at a ceremony at Santa Ana Battalion headquarters.

Alsheimer lauded Crager's concern for the needs, development and welfare of his soldiers which led to his induction into the club.

Prior to his recruiting assignment at Santa Ana, Crager spent six of his eight-year Army career in Europe as squad leader in Germany and platoon sergeant at Supreme Headquarters Allied Powers Europe in Belgium. (Donna Malkovitch, Santa Ana Rctg. Bn.).



COL R. Alsheimer congratulates SSG Leonard Crager for being selected a lifetime member of the Sergeant Morales Club.

Two formulas for success

1. Working from the basics at Jackson

BASICS

A ccomplish mission with integrity

S upport and training

I nitiative and dedication

C ompetition, cooperation, community involvement

S uccess

by *Jimmie Hartfield*
Jackson Rctg. Bn.

In the Jackson Recruiting Battalion, the formula for success has been recruiting from basics.

"The battalion does not have flamboyant programs," says SGM Jesse Joyce, battalion Sergeant Major, "it sticks to basics." Jackson USAR recruiter SFC David Sweatt agrees. "As long as you use the basics taught in recruiting, you will succeed," he says. "You need a planning guide, a real smart plan to go ahead and you will never need to backtrack."

Pride in accomplishing mission with integrity is characteristic of the Jackson Battalion NCOs who have accepted the recruiting challenge and met it by consistently achieving and exceeding mission. It is also characteristic of Jackson's management teams — company commanders, assistant company commanders, and the professional development staff, the battalion supporting staff, and senior guidance counselors.

This dedication and motivation of Jackson leadership and support personnel is recognized and appreciated

by recruiters. "My company commander, his assistant and battalion staff make my job a lot easier," said one recruiter. "If you know the people above are supporting you, it gives you the motivation to press on."

Professional development is also basic to success in recruiting, and the importance of professional development NCOs (PDNCOs) cannot be overlooked in the Jackson Battalion's formula for success. "The battalion has been fortunate through the years to have good PDNCOs who are seasoned recruiters. They are proficient in what they do and have helped me perfect my sales, interview, and telephone techniques. They have also taught me to deal effectively with the public and to work my individual high school programs to the maximum extent," explains SSG Michael A. O'Bryant, station commander of the Vicksburg recruiting station.

Community involvement is another important ingredient for successful

recruiting at Jackson. Primary emphasis is placed on involvement in high schools, and each recruiter becomes involved in his own unique way. One recruiter officiates high school basketball and football games. Another makes effective use of TAIR events secured through the battalion to "open doors" and to show the total picture of the Army. The Army College Fund has also been a big seller in schools.

A program of recognition and awards both within the stations and within Jackson foster good healthy competition, and pride in mission accomplishment is thought to be self-perpetuating. Top recruiters in the nation often request assignments in the Jackson Recruiting Battalion.

Top quality personnel working in a top quality recruiting battalion and applying a proven success formula ensure once again the designation of Jackson as one of the best recruiting battalions in USAREC.

2. Working as a team at Charlotte

by *Marlene E. Walker*
Charlotte Rctg. Bn

"I know that Charlotte has good people who work hard," says LTC James J. Mills, Charlotte Recruiting Battalion Commander. "To have these hard working, good people build a winning team, there had to be field recognition of staff support. We are

now all mission-oriented into a successful team."

Sergeant Major William L. White ensures that recruiters get positive recognition when they do a good job. "Tell them they're good when they are good, and then watch them get better," he says. "Nothing breeds success like success." White believes that "when

recruiters in the field feel they are a genuine part of the organization, they know they will get help if they have a problem."

Professional development also plays a key role in building a successful recruiting team at Charlotte. The battalion PDNCO, SFC(P) James F. Chastain, believes that red-carpet



treatment during in-processing makes the new recruiter feel good from the start. "Reception, orientation and training have top priority," he says. "Already this fiscal year we have had 23 new recruiters; 15 of them never had recruited before."

The battalion's education coordinator, Mr. Sam Reavis, is well known to school administrators, and in many instances personally escorts new recruiters to their high schools to introduce them to these centers of influence. "I believe that nothing is more valuable than person-to-person contact with educators," Reavis says. "TAIR events and DEP and COI functions also have had a great influence on the reception of recruiters in schools and increased student interest in the Army."

The Operations Division part of the battalion team is headed by MSG John Lee under the direction of CPT Mark Camper. They credit LTC Mills with Charlotte's successful team effort. "LTC Mills arrived with the determination to make Charlotte number one and he never gave up," Lee says. "This yearning for success became contagious and permeated the ranks."

On the reserve side of recruiting, CPT Aubrey Bush says that recruiters are in tune with USAR needs. "Most recruiters have been members, or have been associated with the units they recruit for, and they have good rapport with those units. All are enthusiastic."

The four area commanders also assessed Charlotte's success as a team effort. Captain Roger G. Cain, Asheville area commander, said he has seen the evolution of a great, winning team. "This year we have had an aggressive effort built upon the desire

From left: A food service skill clinic; GEN Thurman presents scholar-athlete award; DEP cuts cake at grand opening of new location of Charlottetown RS.



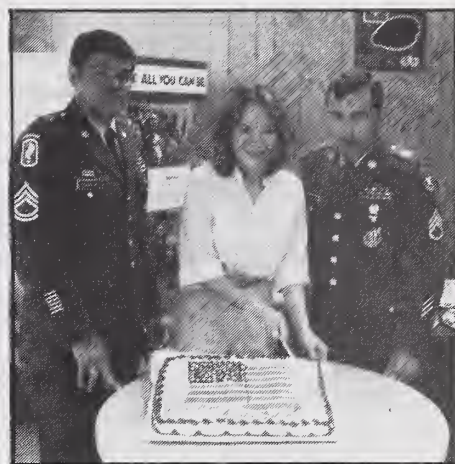
to be number one in the area, the battalion, the 2d Brigade, and USAREC," he said. "We have a commander who cares, a sergeant major who takes time to help, and outstanding support from all."

In the Salisbury Company, CPT Steve Downing and MSG Ed Johnson echo the fact that "recruiters are serious about winning." According to Downing, "The natural drive of a good soldier, keen competitiveness and quality of product have created a formula for success." Johnson says, "We have provided a lot of training to our recruiters with the result that they are willing to work extra hours to get quality enlistments."

Commander of the Charlotte Company CPT Ray Ramos said, "Penetrating high schools, striving to close early in the month and taking good care of quality applicants have been our goals."

Company commander of Winston-Salem CPT David Owens, credits success to the tenacity of individual recruiters who work hard and long striving to make mission for the team.

The Delayed Entry program (DEP) is an important factor in meeting individual and battalion objectives. A unique DEP approach has been developed by SFC William C. Bynum, Jr. of the Monroe RS. He appoints one of the DEPs at each high school to be a DEP Commander with the task of urging other DEP to attend scheduled meetings and to tell other students about the Army. "My DEP meetings,



usually held at the RS, are learning sessions for the DEP and their friends," Bynum says. "I've taught each of my 77 DEPs military courtesy, drill and ceremony, customs, weapons, and what they can expect in basic training."

Mr. William C. Schult, A&SP Chief, insures that his division supports the command and the field force. He assures that ads are tailored to result in maximum response. This is particularly necessary for reserve recruiting where units have need for specific skills, such as band members, medical technicians or people with second language abilities."

Charlotte's successful TAIR program included numerous promotional events in schools, such as MOS skill clinics, band auditions, cinema vans/pods. Many student tours were made through Ft. Jackson and Ft. Bragg.

A&SP helped to interest students in 162 of 175 high schools by providing either 4 x 8 foot signs, or a supply of wallet cards, bearing the school's football schedule for the upcoming season.

Charlotte's battalion commander recognizes that the recruiting environment is unique to Army life. If he could do one concrete thing for his recruiters, he said, he would like to "improve the quality of life; to see that recruiters had more time to spend with their families."

Mills has provided Charlotte recruiting battalion with exceptional leadership that has increased support, increased field recruiter perception of that support, and resulted in a winning team.



QoL



PAY PROBLEMS



**BUYING
FOOD**



**HEALTH
DIRECT CARE**



by SSG Rodney Epp
USAREC QoL Branch

During FY 83, a number of projects were undertaken to improve the quality of life for USAREC soldiers and families in their living and working environments. Following is a review of the USAREC Quality of Life Program — its accomplishments and its plans.

Third Army Family Symposium

In October 1982, 18 soldiers and family members from USAREC participated in the third Army Family Symposium. The symposium, titled "The Army and the Family — Partners in Progress," was designed to cover issues important to soldiers and families Army-wide as well as to develop techniques for effective communication and problem solving. After the Symposium, USAREC held quality of life sessions in conjunction with mission assignment conferences. At these sessions, the USAREC representatives reviewed outcomes of the symposium they had attended, discussed specific areas of concern to USAREC soldiers and families, and outlined plans for the future. Following these sessions, the USAREC staff evaluated and researched issues and provided follow-up reports. A highlight of the sessions was a strong commitment by the Commanding General to improve the quality of life of soldiers and family members.

Sponsorship and Orientation

Sponsorship and orientation of incoming soldiers and families was a major concern during FY 83. At the quality of life sessions discussed above, the Commanding General demonstrated

his desire for commander involvement by directing that a member of the chain of command personally visit each new soldier and family within 14 days of arrival at their place of residence.

In addition, a tougher USAREC supplement to the regulation on sponsorship and orientation was published. It places increased emphasis on the involvement of commanders and provides specific guidance to soldiers assigned as sponsors.

A Family Orientation pamphlet will be published by the end of this calendar year. It will be sent to all incoming soldiers and families and will contain detailed information on *The Working Environment* (what recruiting is all about and what it takes to be a successful recruiter); *The Living Environment* (financial survival, health care, coping with stress and other areas of concern); *The Transition* (what to expect during transition to the USAREC environment and what can be done to make the transition as smooth as possible); *Information and Assistance for the Soldier and Family* (what resources are available to help the USAREC soldier and family).

Health Care for the Soldier and Family

During FY 83, the USAREC Quality of Life program emphasized educating soldiers and families about available health care programs and the rules for obtaining health care from civilian sources. Two programs are available for obtaining health care from civilian sources. The Direct Care program is used for the soldier, and CHAMPUS (Civilian Health and Medical Program of the Uniformed Services) is used for

family members. Both of these programs contain limitations concerning what kinds of care may be received, and both entail rules for obtaining reimbursement from the government.

A trained Health Benefits Advisor (HBA) is available at each recruiting battalion to help soldiers and family members with health care matters. Newcomers are required to receive a health benefits briefing by the recruiting battalion HBA and are provided with a health care packet during in-processing. Specific rules regarding health benefits must be communicated by the HBA to new arrivals. The HBA also receives timely and accurate health care information throughout the year and makes it available to soldiers and families. If you are ever in doubt about health care benefits, contact the recruiting battalion HBA.

Methods to reduce the time it takes for USAREC soldiers to be reimbursed for health care from civilian sources was another area of concern during FY 83. A meeting was conducted by HQ USAREC with representatives from Health Services Command, US Army Finance and Accounting Center, and the Office of the Surgeon General. This meeting resulted in two initiatives that will help soldiers.

The first initiative is development of a preaddressed card used to track processing of direct care claims. When the HBA submits a claim for direct care to the supporting medical activity (MEDDAC), the card is attached to the claim. When the check for care received has been cut by the supporting finance and accounting office (FAO), the card is annotated and

DENTAL CARE



FITNESS

MOVE
AHEAD
SPACE



EDUCATION



BONUS I

CHAPLAIN



SUPPORT

BANKRUPTCY



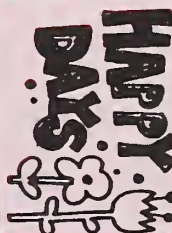
CHAMPUS



USE OF
GOVERNMENT
VEHICLES



HOUSING



returned to the HBA. If he does not receive the card within a designated period, he must follow up with the supporting MEDDAC or FAO to determine status of the claim. This initiative is now being used by the HBAs.

The second initiative is a form that USAREC soldiers can present to civilian medical providers. Similar to an insurance claim, the form will be sent by the provider to the HBA, whose name, address, and phone number will be printed on the form. Use of this form will be tested in one of the recruiting brigades and, if successful, will be implemented throughout USAREC.

Surviving Away from the Installation

During FY 83, a new edition of the "USAREC Guide to Quality of Life and Survival Away from the Installation" was published. This guide has two parts. The first half provides tips on what soldiers and family members can do for themselves to ease some of the hardships associated with living in the civilian community. Subjects such as health and dental care, legal services, and financial management are covered. The second half consists of the "Quality of Life Mission Box." It provides each person in the command chain with guidance regarding individual responsibilities in such areas as safety, leave, awards, and assignments.

Work has begun on a quality of life assistance video disc which is scheduled for distribution to the field during FY 84. The disc will take advantage of computer technology being placed in the recruiting stations (JOIN — Joint Optical Information Network). Using

the JOIN system, soldiers or family members will be able to select any of 17 problem areas frequently encountered in USAREC, such as use of government vehicles, pay problems, housing, etc. The user will review a 3-minute audiovisual presentation on any area selected for viewing.

Another effort recently begun is the ACS (Army Community Services) volunteer program. Recruiting battalion spouse volunteers will serve as agents for drawing family support from ACS at the nearest installation and also provide referral information to families concerning service organizations in local communities.

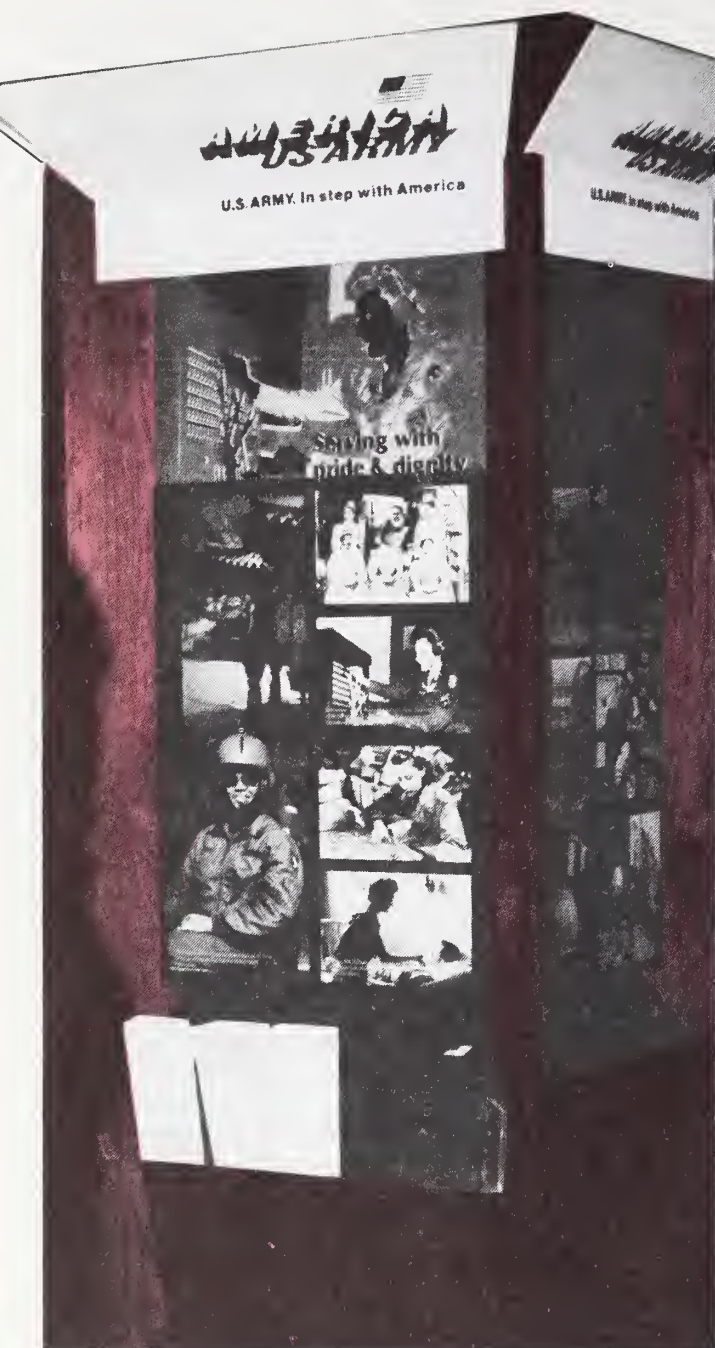
Partners in Progress

Members of the HQ USAREC QoL Branch visited soldiers and spouses to provide commanders with an independent assessment of the quality of life in their organizations, and to identify the concerns of soldiers and family members to commanders.

Quality of life conferences and symposia were used as a means to address concerns of USAREC soldiers and family members at recruiting battalions and area levels during the past year.

Many soldiers and family members discussed their concerns directly with members of the USAREC staff during FY 83. Through use of the hotlines to the QoL Branch, IG, and Legal Assistance, individuals were provided with prompt responses to inquiries.

Many people have been involved in improving the quality of life in FY 83. During the following year, the continuing aim is to demonstrate how the Army and the family operate as "partners in progress."



by COL Robert E. Tozier
USAREC Support Center

“EXHIBIT EXCELLENCE” is the motto of the US Army Recruiting Support Center. In keeping with that motto, the Center supports recruiting efforts through the high school exhibit program, tour exhibits at visitor sites, TAIR programs, large-scale exhibits for the Pentagon, and promotional items for the field such as travel posters, slide shows and graphics.

Exhibit excellence

The high school exhibit program is at the heart of the Center's mission. It consumes the lion's share of Support Center resources and involves planning, designing, fabricating, staffing, touring and maintaining mobile exhibits to support Army recruiting.

The touring operation currently involves 16 exhibits. There are eight expansible theatre vans, six indoor projection units (“pods”), and two indoor modular exhibits, “In Step With America.”

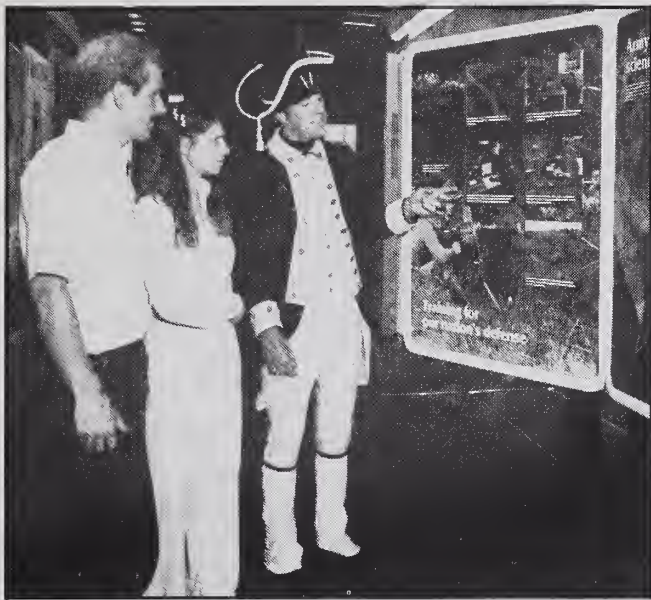
Each tour display is accompanied by a support vehicle and staffed by a two-person team. Each team spends an average of 300 days a year on tour, and each exhibit generally appears at four or five different schools per week.

During the '82-'83 school year, three shows were available. The “Be All You Can Be” show is an across-the-board story outlining enlistment programs and opportunities; the “In Step With America” presentation traces the history of the Army's contributions to America's progress and development; and “Skill Development” uses a series of vignettes of active duty soldiers and reservists to highlight a number of MOSs.

All 16 exhibits are dedicated to appearance at high schools during the school year. The benefits of dedicating mobile exhibits to high schools is evident in the statistics below:

	FY 1982	FY 1983
Exhibits on tour	16	16
Involved viewers	893,720	1,045,437
Total leads	45,334	100,000
Total sites	1,601	1,959
Total high schools	1,265	1,700

A new program for touring Support Center exhibits during non-school months was developed and tested from 20 June-20 Aug. 83. It involved showing the “In Step with America” exhibit at sites where people generally visit exhibits. Among the sites visited during the test were National Park visitor centers, Corps of Engineers visitor centers, local museums, and patriotic celebrations. This program is expected to include all five recruiting brigades in the summer of 1984.



For the Summer 83 test tour program, exhibit team members donned period uniforms to enhance the "In Step With America" exhibit.

In addition to operating the high school exhibit program, the Support Center coordinates the scheduling of MACOM assets in support of Army recruiting under the national TAIR program.

During FY 83, more than 322,000 Americans attended Support Center-coordinated TAIR events which featured units of the 3d US Infantry (The Old Guard), the Ft. Stewart Rodeo Team, musical groups representing FORSCOM, TRADOC, and numerous other assets. The Support Center also coordinated 48 add-on days for the US Army Parachute Team.

Ways of strengthening the national TAIR program are also being considered. A deliberate effort will be made to design national TAIR assets for greater high school penetration in the most economical way possible.

The Support Center continued to produce large-scale exhibits for the Pentagon. Pentagon projects completed in FY 83 include the ANZUS Treaty Corridor and the Treaty of Paris display. Under way now for the Pentagon is a joint-service corridor display commemorating the contributions of women to the service. The Support Center will be responsible for various production and installation activities for this display.

Fulfilling individual and programmed requests for promotional items was a major task with the Support Center and will continue to enjoy priority in FY 84.


Among the standardized items produced for the field in FY 83 were slide shows on Army weapons and technology, the relationship of the soldier to the civilian community, the history and display of the flag, basic training, airborne training, and air assault training. For the Battalion Outline structures, graphics were produced illustrating the Delayed Entry Program, civilian negotiable skills, and the Army College Fund.

Programmed for production in FY 84 are slide shows on how the US government works, the making of a soldier, basic training, the Army College Fund, high technology, and the Army Nurse Corps. Graphics for the Outline structures will illustrate basic training, service, patriotism, and travel in Europe.

FY 84 will also see a continuation of the Travel Poster series. New additions will feature the 3d Infantry (The Old Guard), the Berlin Brigade, the 2d and 11th Armored Cavalry Regiments, and the 509th Airborne unit in Italy. Posters will also be produced depicting the history of US weaponry, and sepia-print vintage recruiting posters.

The Center is continually improving and enhancing its capabilities for support to recruiting. To upgrade and expand the high school tour program, another cinema van has been programmed for purchase during FY 84.

The contract activities review continues, with a target date of 1 Oct 84 for the reorganization of Concepts and Design, Fabrication, and Logistics. Steps are being taken by the Support Center and by HQ, USAREC to minimize the effects of personnel turbulence which may be created during the reorganization.

In FY 84, the Center's motto and most important product will continue to be "Exhibit Excellence." 

SUPPORT CENTER PROJECTIONS FY 84

FY 84 CONSOLIDATED FIELD REQUIREMENTS

Slides & Scripts

- *How the US government works*
- *The making of a soldier*
- *Basic training*
- *Army College Fund*
- *High technology*
- *Army Nurse Corps*

Outline Graphics

- *Basic training*
- *Service and patriotism*
- *Travel in Europe*

Posters

- *History of US weaponry*
- *Sepia-printed vintage recruiting*
- *Travel posters:*
 - 3d US Infantry (Old Guard)*
 - Berlin Brigade*
 - 2d ACR*
 - 11th ACR*
 - 509th Airborne (Italy)*

NEW TAIR ASSETS PROGRAMMED FOR 84

Technology Workshop Teams

- *US Army Natick Laboratories*
- *US Army Signal Center*
- *ERADCOM*

Musical Groups

- *Bilingual group*

Enlistment Standards Directorate

Story by SFC Bob Ross
Photo by Jerry Simons
USAREC PAO

"Many people have a false perception about the Enlistment Standards Directorate (ESD) and what we do," says LTC Duane R. J. Biegler, Chief of the Malpractice and Investigation Division. "ESD is not out to hassle the recruiter, and we are attempting to rid ourselves of that perception.

"Essentially, we are the Command's watchdog. We are deterrents ensuring that applicants are brought into the Army according to standards, and that this process is ethical in all respects. When we see indication that there may have been some unethical practices, we pursue it aggressively in terms of investigating the recruiting process of that applicant to determine the truth."

To guard against malpractice in recruiting, the US Army Recruiting Command posted a "watchdog" in the wake of the Connelly Special Investigations of 1979. As "watchdog," ESD doesn't set recruiting policy. As "deterrents," ESD closely monitors data from the field that might signal a breach in ethical recruiting practices.

ESD examines recruiting process information and provides automated analysis of the battalions, their units and personnel, relative to established command enlistment standard goals. This serves to reduce manual unit reports and provides the commander an indicator of the areas in which a subordinate unit/or recruiter is beyond established standards.

"Basically it is a data reduction process at this level," said Major Arnold F. Henrickson, Chief of Trends Analysis and Feedback Division. "It is continuing analysis of the recruiting process to discern possible trends and irregularities which may point to a problem area."

Data put into the automation management system is retrieved monthly and sorted by unit down to the individual recruiter. This enables ESD to

link the enlistee with the recruiter or recruiters responsible for the enlistment processing. Additionally, if questions arise in the future concerning an enlistee's recruitment, a positive audit trail is available which identifies those associated with the contracting process.

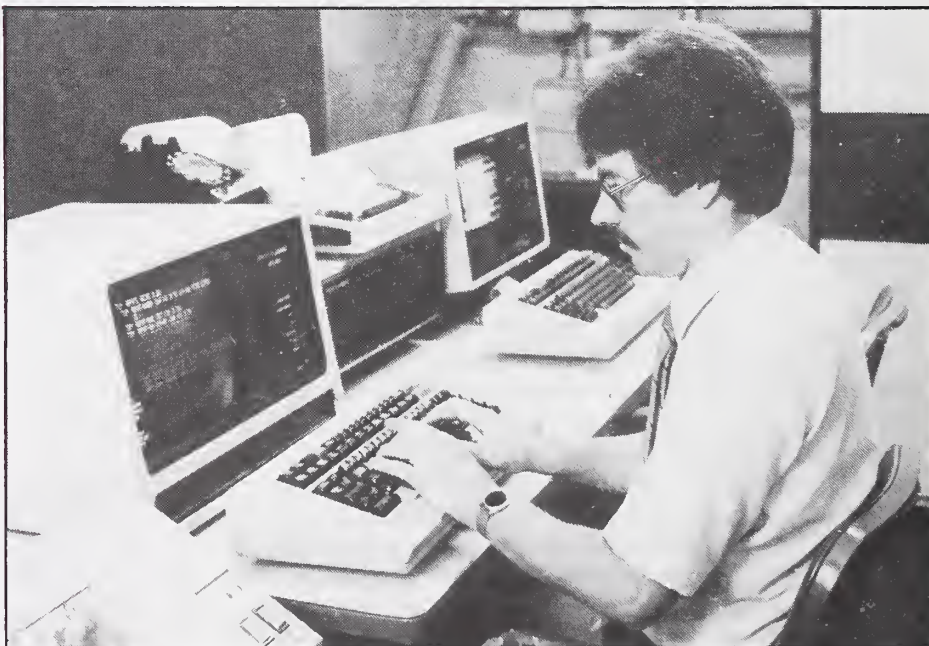
"All we do is provide the indicators based on established standards," said Henrickson. "The battalion has the responsibility to evaluate the validity of the indicator based on its knowledge of the area and personnel. The battalion determines whether or not the information is abnormal, and if it is . . . why."

Today USAREC fields a force of about 4,900 recruiters and ESD has the capability to track every recruiter on production, building files containing enlistment information. Some information traced by unit and recruiter includes the number of people contracted and accessed; number of contracts and enlistees lost from Delayed Entry Program (DEP) and the active duty Trainee

Discharge Program (TDP); Armed Services Vocational Aptitude Battery (ASVAB) testing information to include scores, number of times and dates tested, and recruiters responsible for each test.

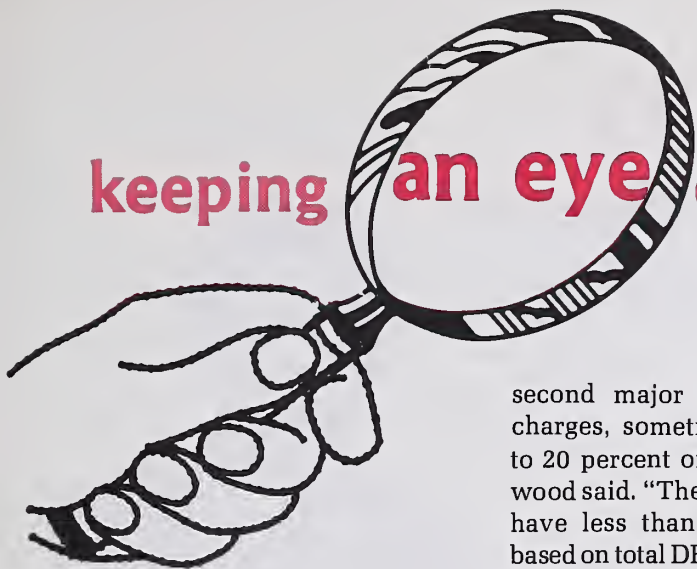
In FY 82, ESD responded to 1,162 malpractice allegations. Of this number, 151 cases were substantiated, resulting in 132 recruiters being relieved from duty. "We've experienced a noticeable downward trend since FY 79 and again in FY 80 in the number of allegations received," Biegler said. "In FY 82 there was again a very slight decrease in the number of allegations received but the percent of cases substantiated has increased. This is because our investigative techniques are improving."

"Investigations take time," Biegler noted. "When a report of investigation (ROI) surfaces adverse information against a recruiter, the ROI must be referred to the recruiter for rebuttal. The recruiter's rebuttal is sent directly to the brigade commander. If a brigade



Larry Dessler, Trends, Analysis & Feedback Div. statistician, reviews applicants' test data associated with recruiters who have abnormal/irregular testing patterns.

keeping an eye on the recruiting process



commander determines that adverse action is to be taken, the case is forwarded to HQ USAREC with the appropriate recommendation from the brigade commander."

Under a centralized investigative program, every USAREC officer is a potential investigator. Teams of 15 officers are detailed to ESD for 90 days to investigate improper recruiting practice allegations. Report findings are presented to the battalion commander by the investigating officer. Cases involving criminal misconduct on the part of a recruiter are referred to the Criminal Investigation Command for action.

ESD's information resources stretch beyond the internal sources of USAREC to the training bases. To monitor soldier's progress, USAREC has 13 liaison NCOs at 8 training centers. "As USAREC's last representative, their job is extremely important," said Major John H. Hollywood, Chief of Waiver and DEP Discharge Division.

When errors are noted in records by reception station processing personnel, or when enlistees have a problem, such as "I didn't get what I enlisted for," it is the liaison NCO's responsibility to ensure they get what they contracted for. The liaison NCOs ensure that new soldiers are retained.

The main reason for DEP loss is a medical problem that developed while the individual was in DEP, a broken arm, for example. "Traditionally, apathy or personal reasons are the

second major cause for DEP discharges, sometimes ranging from 15 to 20 percent of total losses," Hollywood said. "The Command's goal is to have less than 4 percent DEP loss based on total DEP contracts; currently, we are below that figure for FY 83."

According to Hollywood, a zero DEP loss rate is not on the horizon. "An applicant can conceal information from the recruiter or medical examiner that would normally be a disqualifying factor for entering the Army. If this information surfaces later, that soldier must be discharged for fraudulent enlistment. A DEP member could also be disqualified for a new medical problem (a broken leg, for example) or may decide to pursue higher education. These items all affect the DEP loss rate."

If the recruiter gathers the accurate information during his initial interview, he should be able to determine if the applicant is service qualified. If the recruiter administers his DEP follow-up program properly, he can motivate people about the Army, preventing some from dropping out of DEP. For example, if an applicant fails to graduate from high school, this could affect enlistment eligibility.

A waiver for enlistment isn't a "Catch-22." Waivers are submitted through channels as an exception to policy when a recruiter or medical examiner believes a particular problem would not prevent the applicant from completing a normal tour on active duty. For example, if the applicant is married but exceeds the number of dependents allowed by regulations, a waiver must be submitted.

ESD monitors three basic waivers: medical, administrative and moral. Adult felony waivers are channeled through HQ USAREC to the Enlistment Eligibility Activity in St. Louis,

which is the approval authority. Waivers on felonies by applicants while a juvenile, and medical waivers, are processed and approved/disapproved at HQ USAREC. Battalion commanders can take action on misdemeanor waivers.

According to Hollywood, ESD looks at the total person before recommending approval on moral waivers. "We look at education, employment history, test scores, recommendations from reputable people, time since applicant's problem, offense committed or incarceration given. Usually, the Command and EEA will agree with our recommendation on approval/disapproval."

Another program managed by ESD is called "Pride of Ownership," designed to recognize recruiters who enlist people of high quality. Feedback reports are sent to ESD from basic training installations that identify soldiers who received special recognition during training. ESD sends this information to the battalions so that quality recruiters can be appropriately recognized.

About the recruiter, Biegler said, "We have excellent recruiters in the field and they're doing a commendable job. But all it takes is one bad apple to infect one station or several stations if not sorted out."

About ESD's mission, Henrickson said, "We are not in the business to catch recruiters. We are in the business to deter malpractice in the recruiting process and we take our work very seriously. Enlistment standards are everyone's concern, but the battalions have the responsibility to administer the program. Ultimately, they are the judges of their recruiters' integrity. What their recruiters do, or fail to do, is a reflection on their ability to command and administer the Enlistment Standards Program."



USAREC Today

by SFC Dennis Kramp
USAREC-PAO

'Total families' identified for community service

FORT SHERIDAN, IL — "Even though we're honoring the USAREC Families of the Year, none of our families can be considered second place finishers," said CPT Carl K. Doane, Chief of the USAREC Quality of Life Branch. "We feel these families have been identified to represent the entire family structure throughout USAREC." The families are being recognized in conjunction with USAREC Family Week which will be observed November 20-26. DoD Military and National Family Week activities will also be held at that time.

Families were identified throughout the command based on their continued contributions in community service.

USAREC families identified were:

- 1st Recruiting Brigade (NORTH-EAST) — SFC James Williams and Mrs. Martha Williams and their four children. He is assigned to the Recruiting Battalion Pittsburgh as an assistant operations NCO.

- 2nd Recruiting Brigade (SOUTH-EAST) — SFC Lamar Watkins and Mrs. Kate Watkins and their two children. He is a field recruiter from Recruiting Battalion Columbia and assigned to Savannah, GA.

- 4th Recruiting Brigade (MID-WEST) — SSG Brad Collette and Candy Collette and their three children. He is

assigned to Recruiting Battalion Des Moines and is a field recruiter in Clinton, IA.

- 5th Recruiting Brigade (SOUTH-WEST) — SSG Robert Brantner and Mrs. "K" Brantner and their one child. He is a station commander from Recruiting Battalion Houston and assigned to Galveston, TX.

- 6th Recruiting Brigade (WESTERN) — SFC Isaac Kukahiko and Mrs. Diane Kukahiko and their four children. He is assigned to Recruiting Battalion Honolulu and is a station commander in Wailuku, Maui, Hawaii.

- Recruiting Support Center — SP6 Allen Holmes and Mrs. Karen Holmes and their two children. He is an illustrator at the Support Center.

- HQ, USAREC — MAJ Norman Benninghoff and Mrs. Nancy Benninghoff and their three children. Formerly assigned to Program Analysis and Evaluation Directorate, he is now a student at Ft. Leavenworth, KS.



CSM Abner on board

FORT SHERIDAN, IL — CSM Tommie L. Abner assumed duties as USAREC Command Sergeant Major in late October. Formerly the Command Sergeant Major at the 5th Recruiting Brigade (SOUTHWEST), Abner said his selection was the "ultimate honor and privilege."

He replaced CSM Geoffrey S. Smith who is on terminal leave pending a December 31 retirement.

Assigned to USAREC in 1972, Abner was Command Sergeant Major at the Recruiting Battalion Indianapolis prior to his tour at the brigade. He has served as a field recruiter, guidance counselor and assistant area commander. The gold badge recruiter was also a member of the USAREC IG team.

"I consider my role to be that of a trainer and motivator," he said, "especially to the brigade Command Sergeants Major and battalion Sergeants Major. Their duties are tough, demanding and critical to the success of the command."

Check into direct deposit

FORT SHERIDAN, IL — "A million things can happen to a government check," said LTC Robert W. Behrens, USAREC's Staff Finance Officer, "but you won't be taking any chances if you sign up for Sure-Pay/Direct Deposit."

Direct Deposit is a system where the Army will automatically deposit your net pay to the financial institution of your choice.

"Taking the Direct Deposit one step further," Behrens added, "is the guaranteed deposit. Most banks, savings

and loans and credit unions offer this option where they guarantee to credit your account on payday even if the Army's check is delayed in the mail."

"The guaranteed direct deposit is perfect for our recruiting force," Behrens continued. "With the hectic schedules our recruiters have, it's reassuring to know that come payday, your paycheck is being credited to your account, guaranteed, whether you're making a MEPS run, visiting a high school or on a house call."

New Center formed for personnel actions

ST. LOUIS, MO — The Army Reserve Personnel Center (ARPERCEN) was scheduled to be operational Oct. 1. It is colocated with the Reserve Component Personnel and Administration Center (RCPAC) in St. Louis.

Functions to be performed by the ARPERCEN, a field operating agency reporting directly to the Chief, Army Reserve, were transferred from RCPAC.

The new agency was designed with six sub-elements. Three of them, the Officer and the Enlisted Personnel Management Directorates and the Full Time Support Management Directorate, perform the operation functions of the organization.

The other three sub-elements, Commander's office, Management Support and Resource Management Directorates are responsible for command and support functions.

While the major administrative objectives and functions once accomplished by RCPAC have continued under the new organization, officials noted that ARPERCEN more closely aligns the control of resource programming and executive functions with the responsible appropriations director.

This move is expected to improve the management of the Individual Ready Reserve (IRR) by providing greater visibility and increased attention to their needs.

Among the other advantages, officials added, the ARPERCEN enhance the ability of the Chief of the Army Reserve to respond to information and policy recommendations concerning Reserve personnel matters for the Army Chief of Staff.

Pair selected for star

FORT SHERIDAN, IL — COL Wayne C. Knudson, USAREC Chief of Staff, and COL William G. Ganey, Commander of the 1st Recruiting Brigade (NORTHEAST), were among 60 colonels selected for promotion to brigadier general.

Assigned to the command more than two years ago, Knudson was commissioned in 1962 following graduation from Officer Candidate School. The Army aviator is a graduate of the University of Alabama. His previous assignment was commander of the 6th Armored Cavalry Brigade, Ft. Hood, TX.

Ganey, who assumed responsibility for recruiting in the northeast in 1981, is a graduate of the US Military Academy. He has a master's degree from the University of North Carolina. Prior to this assignment, Ganey was assigned to the Directorate of Personnel Resource Analysis, Soldier Support Center, National Capitol Region, Washington, DC.

news clips . . .

ENLISTED OMPFs

Enlisted soldiers are still requesting copies of their official military personnel files (OMPF) without written signatures and full social security number. According to officials the proper way to request OMPFs is to put your full name, grade, complete social security number, mailing address and written signature on a page of plain, standard size, bond, typing paper. Only one request (one name) per page. There is no charge for this service.

Requests should be addressed to Commander, U.S. Army Enlisted Records Center, ATTN: PCRE-RF-I, Ft. Benjamin Harrison, IN 46249. Requests not containing full social security number or written signatures cannot be processed.

OVERWEIGHT CLARIFICATION

Army personnel officials have provided further clarification on the reassignment policy for overweight soldiers.

The records of soldiers who are in the Weight Control Program will be flagged. They are ineligible for promotion, professional schooling and command positions. However, soldiers who do not exceed both the screening table weight and the body fat standard are eligible to reenlist or extend their enlistment officials added.

NEW RECRUITS SURVEYED

Findings by the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) indicate options and programs currently offered by the Army to qualified applicants have proven to be highly successful. The survey interviewed 12,000 new soldiers in an attempt to find out why they had joined.

ARI indicated applicants want the skill training, bonuses, money for college and short enlistment tours that the Army is now offering. The Army is now in a strong position to provide what prospective recruits want even as the nation's economy improves and youth unemployment declines, the report concluded.

GI BILL FOR EDUCATION

Eligible veterans are reminded that they have 10 years from their date of discharge, but not later than December 31, 1989, to take advantage of many programs available in the GI Bill for education.

Veterans needing more information about the GI Bill can contact the nearest VA regional office or by calling VA toll-free. Consult the phone directory, under U.S. Government listings, for the VA number for your area.



Recruiter Aid



by Kathy Meadows
St. Louis Rctg Bn

sponsorship

Of the problems faced by new recruiters and their families, perhaps the most difficult are those posed by the initial shock of moving from a military post into a civilian community. The move often means being suddenly remote from the services and facilities of an Army installation, and requires a rapid adjustment for the new recruiter and for his family as well. Making this transition easier is the primary purpose of the Sponsorship Program.

Ways in which sponsors can be effective in helping new recruiters was a topic of primary concern at a recent St. Louis Recruiting Battalion Quality of Life seminar. Seminar attendees concluded that sponsors can be especially effective by accomplishing some of the following suggestions prior to the arrival of the new family:

- Contact the incoming recruiter and arrange for the spouses to talk to each other. Let them know how to

contact you if questions come up concerning their new location.

- Ask about their housing needs. How many bedrooms and bathrooms? What is their preferred style of house and what price range? Do they have pets? Children?

- Make an appointment for them to see available housing. There is nothing worse than coming to a new town and finding no housing available. Offer to make reservations at a motel or campground, if needed.

- Upon the arrival of the family, escort them around the area. Point out schools, churches, hospitals, grocery and other stores, and any other points of interest.

- Provide information on CHAMPUS, which is available at the battalion. Provide the location and hours of the nearest PX and commissary.

- Provide the name and address of the family to Welcome Wagon.

They have free gifts and discounts for new families.

- If possible, watch the young children while the family gets moved in. If you cannot do this, provide the name and phone number of a reliable sitter.

- Be sure to introduce them to the recruiters and spouses from your station. Have an informal get together, if possible.

- Check on them after they have moved in to see if they are settled comfortably.

The spouse's input is *vital* in the Sponsorship Program. A positive start can make the difference in a good or bad tour for the family as well as the recruiter. It takes a little time and effort to be a good sponsor, but the results are well worth it. Most important of all, incoming families need to feel that we care about them from the recruiting level station on up through the battalion headquarters level.

The Top 56 Club



Each DRC has selected its best on-production Active Army and Army Reserve recruiter for membership in the Commanding General's Top 56 Club. This elite group has replaced the Top 100 Club and will be identified quarterly. These recruiters have contributed significantly to mission accomplishment

during the third quarter FY83. The selection of these recruiters was based on competition at each DRC. Inquiries concerning these listings may be addressed to the USAREC Awards Branch or phone AV 459-3871; commercially (312) 926-3036.

Active Army

ALBANY
ALBUQUERQUE
ATLANTA
BALT/WASH
BECKLEY
BOSTON
CHARLOTTE
CHICAGO
CINCINNATI
CLEVELAND
COLUMBIA
COLUMBUS
CONCORD
DALLAS
DENVER
DES MOINES
DETROIT
FT. MONMOUTH
HARRISBURG
HONOLULU
HOUSTON
INDIANAPOLIS
JACKSON
JACKSONVILLE
KANSAS CITY
LANSING
LITTLE ROCK
LONG ISLAND

SSG EARL S. WILLIAMS
SFC STEVEN L. SULLIVAN
SSG THOMAS R. SCANLON
SSG DONALD E. NELSON
SFC WILLIAM HATTER
SSG JOSEPH LAPLANTE
SFC DAVID C. GAGNON
SSG GERALD WILLIAMSON
SSG EMMANUEL WHITE
SGT JOHN R. JONES
SSG JAMES BETSILL
SSG MARILYN S. COLL
SSG DAVID WINGFIELD
SSG DONALD THOMPSON
SSG PHILIP J. YORK
SGT KEVIN FLETCHALL
SSG JIMMIE L. FOSTER
SSG GARY DRAKE
SSG SCOTT H. RICE
SFC JAMES KELIIPAAKUA
SSG GRACIE TADEMY
SGT LAWRENCE KINGCADE
SSG KENNETH P. SNELLINGS
SSG RAY D. HESSLER
SSG JOHN MARMES
SSG VERN ROACH
SSG TERRY J. SMITH
SSG ALFONSO TOMLINSON

LOS ANGELES
LOUISVILLE
MIAMI
MILWAUKEE
MINNEAPOLIS
MONTGOMERY
NASHVILLE
NEWBURGH
NEW HAVEN
NEW ORLEANS
OKLAHOMA CITY
OMAHA
PEORIA
PHILADELPHIA
PHOENIX
PITTSBURGH
PORTLAND
RALEIGH
RICHMOND
SACRAMENTO
SALT LAKE CITY
SAN ANTONIO
SAN FRANCISCO
SAN JUAN
SANTA ANA
SEATTLE
ST. LOUIS
SYRACUSE

SSG EDWARD WINN
SSG EMILIO I. MONTES
SSG DENNIS J. SNYDER
SSG DAVID J. REPOLESK
SSG ELIZABETH THORSTAD
SSG LUKE JONES
SSG CHARLES K. SHARPE
SGT CARLOS CRUZ
SSG JAMES KENNEDY
SSG BARBARA WINSTON
SFC JIMMY MATTHEWS
SSG DONALD E. KNOX
SFC HERBERT F. GAY
SSG WILLIAM D. FRAZIER
SSG ROBERT HELIE
SSG TERRY SYNDER
SSG BERT W. BATY
SFC BERT THOMAS
SSG FREDDIE L. PERVINE
SSG(P) DARREL G. STUMP
SSG(P) MARK S. PLEIS
SFC HENRY E. HAINLINE
SSG GERMAN LEGASPI
SSG ABRAHAM BORRERO
SSG VERNON PRATHER
SFC DAVID W. SUCKOW
SSG LAWRENCE A. HOWLETT
SSG JOHN D. RAMOS

Reserve

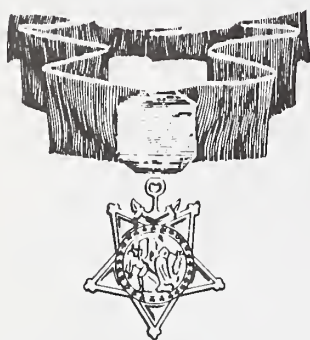
ALBANY
ALBUQUERQUE
ATLANTA
BALT/WASH
BECKLEY
BOSTON
CHARLOTTE
CHICAGO
CINCINNATI
CLEVELAND
COLUMBIA
COLUMBUS
CONCORD
DALLAS
DENVER
DES MOINES
DETROIT
FT. MONMOUTH
HARRISBURG
HONOLULU
HOUSTON
INDIANAPOLIS
JACKSON
JACKSONVILLE
KANSAS CITY
LANSING
LITTLE ROCK
LONG ISLAND

SFC ANTHONY S. ALBRIGHT JR.
NONE
SFC ALBERT KEELS
SSG LLOYD A. SMITH
SFC COLON NEFTALI
SGT BENNIE RAYE
MR. ELDIN R. MCGUFFIN
MR. GEORGE WHITFIELD
SFC WENDELL SETTERS
SFC JIMMIE LEON
SFC EARLAINE MCCLEAN
SSG STEVEN E. PIPPENGER
MR. GARLAND DETLEFSEN
MR. WILLIAM SHORE
SFC DAVID L. HAYES
SFC JAMES DICKERSON
SFC ROGER D. FERGUSON
SFC RICHARD DOROHOVICH
SFC CLIFFORD M. HARVEY
SSG WELLINGTON NISHIDA
SFC CAROLYN J. SIMIEN
SFC RICKY ROWE
SFC EDWARD E. MOORE
MR. JAMES A. FRANK
SFC JAMES OGDEN
SGT NORMAN JOHNSON
SFC LAFAYETTE WOODS
SFC JAMES HOWARD

LOS ANGELES
LOUISVILLE
MIAMI
MILWAUKEE
MINNEAPOLIS
MONTGOMERY
NASHVILLE
NEWBURGH
NEW HAVEN
NEW ORLEANS
OKLAHOMA CITY
OMAHA
PEORIA
PHILADELPHIA
PHOENIX
PITTSBURGH
PORTLAND
RALEIGH
RICHMOND
SACRAMENTO
SALT LAKE CITY
SAN ANTONIO
SAN FRANCISCO
SAN JUAN
SANTA ANA
SEATTLE
ST. LOUIS
SYRACUSE

SFC PAUL ESLER
MR. WILLIAM Q. BARBER
MR. SAM CAMPBELL
SFC ALLAN ROTHLSBERG
MR. MICHAEL OLSON
SFC RONALD DISON
SSG RONALD J. SALEM
SGT LINDA F. FLOURNOY
MR. FRANCIS MCCLELLAN
SGT YOLANDO SMITH
SFC GERALD R. PRATER
SFC ROY SENER
SGT HOSIEETHE HUGHES
SFC BELLE L. RICKETSON
SFC BERNARDO SAN FELIZ
SFC EMIL C. BENYACKO
SFC NORMAN L. FLECK
SFC DEAN G. MARSHBOURNE
SFC MELVIN L. HARMAN
SFC FRANK D. WHEAT
SFC DAVID E. HOLMES
MR. MICHAEL GRAHAM
SGT DONALD LOE
SSG HECTOR PEREZ
SSG GARY MUNGER
SFC KENNETH R. SPIEGEL
SFC DONALD SMITH
SFC BONNIE R. CASLER

Heroes welcome DEPS to Army



by Nancy Ellenwood
Los Angeles Rctg Bn

Medal of Honor Heroes

• Lieutenant Beauford Anderson on Okinawa during WWII, 13 Apr 45, whose . . . "intrepid conduct in the face of overwhelming odds accounted for 25 enemy killed . . . single handedly removing a serious threat to his company's flank . . ."

• Corporal Hiroshi Miyamura in Taejon-Ni Korea, 24-25 Apr 51, ". . . A machinegun squad leader, aware of the imminent danger to his men unhesitatingly jumped from his shelter, wielding his bayonet in close hand-to-hand combat . . . He administered first aid to the wounded and directed their evacuation. He killed more than 50 of the enemy before his ammunition was depleted and he was severely wounded.

• Major Frederick Ferguson in Vietnam, 31 Jan 68 who, "despite warnings to stay clear, began a low-level flight at maximum air speed along the river toward the isolated Army compound . . . He displayed superior flying skill by landing his aircraft in an extremely confined area, in a blinding dust . . . He flew his crippled aircraft on the return route through a rain of fire and safely returned his wounded passengers . . ."

These men are among the 3,414 servicemen who have received the highest honor for gallantry without regard to risk of life, above and beyond the call of duty. They are Medal of Honor recipients.

Created in 1861 by President Abraham Lincoln, the Medal of Honor is

the highest honor awarded by a grateful nation to its fighting men for gallantry. It was designed at the direction of the Secretary of the Navy, Gideon Welles, and was first awarded in 1863.

A Film To Honor the Heroes

Now Orson Welles, the great grandson of Gideon Welles, is narrator of a film produced to recognize Medal of Honor winners. "Heroes. The Official Story of the Medal of Honor" was nationally televised on July 4th, 1983, and is the first of its kind ever produced. The film is a half-hour special documentary produced by A.B. Productions and distributed by 20th Century Fox Television in cooperation with the Congressional Medal of Honor Society. In it, 25 Medal of Honor winners recreate heroic moments in WWI, WWII, Korea and Viet Nam. "Ordinary Americans," says the film's ad flyer, "performing extraordinary deeds."

Heroes Welcome DEPS to the Army

The documentary film was part of a recent ceremony to recognize Medal of Honor winners held at 20th Century Fox Studios. Medal of Honor recipients from all four wars were special guests at the ceremony, which included lunch, press conferences, and

screening of the film. Also invited were members of the Los Angeles Recruiting Battalion.

During the ceremony, Los Angeles Battalion Commander John K. Swensson presented four young men and a young woman to the distinguished group for enlistment in the Army. Brigadier General (P) Daniel C. Helix, Commander of the 63d Army Reserve Command at Los Alamitos, CA swore in the young people as several generations of Medal of Honor recipients watched.

Among those witnessing enlistment of the five Los Angeles DEPS was Louis Van Iersel, 89, the oldest living recipient of the Medal of Honor. Van Iersel, an Army sergeant in WWI, volunteered to lead a party across a bridge in France in the face of heavy enemy fire only 75 yards away. He fell into the river, but managed to cross under fire, make a careful investigation of the hostile position, and report back to his battalion commander.

Van Iersel and the other Medal of Honor recipients present instilled pride and a sense of belonging in the young DEPS who were enlisted at the ceremony. It is an experience the young people will remember for a long time to come.



WWI Medal of Honor recipient SGT Van Iersel stands proudly by as BG(P) Daniel C. Helix, 63d ARCOM Commander, enlists 5 Los Angeles area DEPS during a ceremony honoring Medal of Honor recipients held at 20th Century Fox Studios.



Diagnostic Test

NOVEMBER 1983

1. How often must the USAREC mandatory reading list be read?
 - a. Monthly
 - b. Quarterly
 - c. Yearly
 - d. Each fiscal year
2. All items on the DD Form 1966/1 through 1966/8 that require supervision or completion by the recruiter will be entered, in accordance with Tables 5-1 and 5-2 of AR 601-210, before sending an applicant to the MEPS/MET site for mental/physical testing.
 - a. True
 - b. False
3. DD Form 368 is valid for _____ after date of unit commanders' or designated representatives' signature.
 - a. 120 days
 - b. 180 days
 - c. 60 days
 - d. 90 days
4. The ultimate authority to rearrange the sections in USAREC Pam 601-8-1 in the manner that best suits their individual style and recruiting environment.
 - a. True
 - b. False
6. Performance step #4 of the sales cycle is _____.
 - a. Present options & benefits.
 - b. Prequalify
 - c. Uncover needs & interests
 - d. Handle objections
7. The sales book was designed to aid the recruiter in which of the following.
 - a. Paint a word picture
 - b. Dramatize the interview
 - c. Allow for flexibility of the interview
 - d. All of the above
8. When are the station weekly requirements from the production management sheet reported to the Area?
 - a. At the beginning of each week
 - b. Once a quarter
 - c. Not later than the first day of the RSM
 - d. Not later than the last day of the RSM
9. What entry is made in Column II of the processing list (USAREC Form 533) if the applicant is terminated?
 - a. Any remarks the Station Commander feels are necessary
 - b. The date the applicant is scheduled for follow up
 - c. The reason and the date the applicant is terminated
 - d. Contact date
10. What is the waiting period following civil restraint for a juvenile confined more than 15 days?
 - a. 2 weeks
 - b. 2 weeks to 2 months
 - c. 3 months
 - d. 1 to 3 months
11. Name two methods of holding the lensatic compass and sighting.

12. Contour lines across a stream always come together in a V. The V points downstream.
 - a. True
 - b. False
13. The color red on a map is used to identify what type of feature?
14. What is the correct lubricant to use when performing operator maintenance on an M16A1 rifle?
 - a. Cleaning lubricant Petroleum (CLP)
 - b. Preservative lubricant (PL)
 - c. Rifle bore cleaner (RBC)
 - d. Cleaning lubricant preservative
15. An eight-digit grid coordinate will pinpoint your location to the nearest _____ meters.
16. The person who has primary responsibility for requesting prior service records on Army Nurse Corps applicants is:
 - a. DRC operations, DEX operator
 - b. ANC Counselor
 - c. ANC Recruiter
 - d. The Applicant
17. The correct procedure for requesting prior service records for Army Nurse applicants is:
 - a. Obtain DD 214, complete USAREC Fm 116 checking block ANC applicant, Dex to USAREC Liaison Team.
 - b. Obtain DD 214, complete USAREC Fm 116 checking blocks ANC applicant and DD 214, Dex to USAREC Liaison Team.
 - c. Complete USAREC Fm 116 checking blocks ANC applicant and DD 214, Dex to USAREC Liaison Team.
 - d. Have applicant sign completed SF 180, Request Pertaining To Military Records, and forward to the appropriate custodian of applicant's PS records as determined by reading the reverse of the SF 180.
18. Which of the following applies to a selectee to write USAR commissioning, without concurrent call to active duty.
 - a. Notify USAREC telephone. Advise selectee to write "I decline my appointment" on the Appointment Letter and sign. Return Appointment Letter and DA Form 71, unsigned, to RCPAC.
 - b. Have selectee write Letter of Declination to OTSG.
 - c. No action is required on declination of USAR selectee, without concurrent call to active duty.
 - d. Notify RCPAC/OCAR.
19. Army Nurse Corps applicants currently serving in the Army National Guard/Air National Guard must be granted conditional release (DD 368) from:
 - a. Unit commander
 - b. State Adjutant General
 - c. National Guard Bureau
 - d. Reserve Components Personnel and Administration Center (RCPAC)
20. Can a nurse enter active duty immediately after graduation?
 - a. No, must have one year experience.
 - b. Yes, must have verification of BSN and have taken a State board of Examination.



Diagnostic Test

1. c - (AR601-210, Table 2-1, Rule D 1 c).
2. c - (USAREC Pam 350-2, Page B-1, Para 1).
3. d - (USAREC Reg 1-18, Page 2, Para 5 b&c).
4. a - (USAREC Pam 350-2, Page c-1, Para 2).
5. a - (USAREC Reg 350-7, Page 2-21, Para 2-18 i).
6. b - (USAREC Reg 350-7, Page 2-37, Para 2).
7. b - (AR 601-210 Chap 1, Para 1-11).
8. a - (USAREC Reg 350-7, para 2-1).
9. d - (USAREC Reg 350-7, Page 2-3, Para 2-7a(5)).
10. c - (USAREC Reg 350-7, Page 2-25, Para 2-32 c (3) (a)).

October 1983 Answers

11. d - (USAREC Reg 350-7, Para 2-6c).
12. a - (USAREC Reg 350-7, Para 2-8d).
13. b - (USAREC Reg 350-7, Para 2-11b (4) (b)).
14. a - (USAREC Reg 350-7, Para 2-18c).
15. b - (USAREC Reg 350-7, Para 2-31c).
16. b - (AR 601-210, Chap 5 Sec III, Para 5-10b).
17. d - (USAREC Reg 350-7, Para 2-30c (1)).
18. b - (USAREC Reg 350-7, Chap 2, Sec 1, Para 2-3 (c)).
19. b - (USAREC Reg 350-7, Para 2-7 a (3)).
20. d - (USAREC Reg 350-7, Para 2-11b (1) (2)).

Infantryman



"E-X-P-E-R-T I-N-F-A-N-T-R-Y" screams the soldier at the top of his voice as he negotiates the 100-yard long "slide for life" across the Upatoi Creek to complete the Infantry Squad Mission Course at Ft. Benning.

He and the rest of the men in his 10-man squad are in their ninth week of the 13-week One Station Unit Training (OSUT) program which will qualify them as infantrymen (11Bs).

All infantry initial entry training is conducted at Ft. Benning, located adjacent to Columbia, GA approximately 100 miles southwest of Atlanta.

Before starting training, all prospective infantrymen go through the United States Army Reception Station for processing at Ft. Benning. This is a

three-day orientation period to acclimate the new soldiers to the Army system. Uniforms are issued and fitted, personnel, medical and financial records are started and the men receive their first GI haircut.

In addition, various written tests are administered, the men are issued their identification cards and are paid an initial pay. Orientations covering postal service, legal assistance, medical care of family members, pay and allowances and other subjects of vital interest to the new soldiers are given at the Reception Station.

Soldiers are assigned to either the 1st or 2d Infantry Training Brigade, US Army Infantry Training Center, for the 13-week training program. They train and live as a unit during this period, learning soldierly skills and teamwork at the same time.

The OSUT program is divided into four phases. The first three weeks orient the soldier to military life and let him know what is expected of him. This is followed by four weeks of general subjects training. Then comes the meat of the subject, four weeks of infantry unique training. The final two weeks are devoted to reinforcement training, final testing and graduation.

Physical training, military justice, customs and courtesies of service, as well as drill and ceremony, are among the first subjects on the new soldiers' training schedule.

The M-16A1 is the basic weapon of the 11B and he learns to disassemble and assemble the weapon as part of basic rifle marksmanship during the first OSUT phase.

An infantryman spends much of his time out in the field and this means that map reading/terrain association classes are of great importance.

There is no guarantee that, if we have to go to war, the battlefields will be "clean." Infantry soldiers are taught

nuclear, biological and chemical defense tactics to enable them to fight under any conditions.

During the second phase of OSUT training the pace picks up a notch. Physical training is a daily subject and becomes more strenuous as the young infantrymen gain experience and strength.

Basic rifle marksmanship continues but the future 11Bs also get a chance to fire different type infantry weapons including the .50 caliber machine gun, M72 light anti-tank weapon (LAW) and the M203 grenade launcher.

"The training is a real challenge," said Pvt. Roger Heffelfinger, Company A, 10th Battalion, 2d Infantry Training brigade as he left Duke Range after firing the LAW. "It comes fast and furious and you have to be on your toes at all times. I really like the way the drill sergeants always have time to answer questions and help us over the hard spots."

Individual tactical training, where the soldiers learn fire and movement while firing live ammunition, is one of the highlights of this phase. There are two other highlights of note during this phase of training. One is the first on-post pass that the new soldiers receive after their 5th or 6th week of training. The second occurs usually after the 7th week of training when the future 11Bs receive their blue infantry cords, the mark of an infantryman, in a formal ceremony in the company area.

Squad tactical training plays a big part during the infantry unique training phase. The squad members participate in a live fire exercise in which they take a hill, firing live ammunition from the weapons. The infantry squad mission course tests the ability of the squad to operate as a team and requires them to demonstrate all the infantry fighting skills they have learned.

Mobility is a strong point of the





Infantry soldiers ford the Upatoi Creek to assault an "enemy position" during squad tactical training.

Army and many units have armored personnel carriers (APC). New infantrymen are taught the fundamentals of how the APC is used in combat operations. They also learn to work on these carriers and how to drive them in all types of terrain.

Each infantry squad is equipped with an M60 machine gun and all 11Bs fire the M60 during the 3rd phase of OSUT.

Bayonet training is an important block of instruction for the new soldiers, according to LTC Christopher Straub, Commander, 4th Battalion, 2d Infantry Training brigade. They receive 6 hours on the drill field learning both offensive and defensive techniques.

Then comes the bayonet assault course, 480 meters long and with 18 obstacles and targets. It requires the 11Bs to put to practice all the bayonet skills they have learned. The course is demanding as the soldiers must scale log walls, maneuver over hurdles, cross ditches, crawl under concertina wire and engage targets with their bayonets.

How do the soldiers feel about bayonet training? PV Michael Hansen, Company A, 6th Battalion, 1st Infantry Training Brigade, had this to say, "It's

rough, but it certainly builds up your aggressive spirit. If I ever get in a combat situation I believe it will help me a lot."

The 11Bs also undergo advanced marksmanship during this period. Soldiers who a few weeks ago didn't know an M16 from a shotgun, now find they are able to hit man-size targets as far as 300 meters away.

Infantry means marching and by the time the young soldiers reach their ninth week of training they find that a 15-mile road march is not really that big of a deal.

The final two weeks of 11B training are devoted to making sure the soldiers have learned all the skills they have been taught.

Two major tests must be passed before the 11Bs can qualify for graduation. The first is the Program of Instruction Qualification Test at AO Eagle, where they are tested on every facet of OSUT.

The other is the final Army Physical Readiness Test on which they must score 60 points in each event. This translates into 40 pushups in two minutes, 40 situps in two minutes and a two-mile run in less than 17 and one-half minutes.

On Graduation Day the new 11Bs can look back on 13 weeks of the best infantry training in the world and know they are qualified to take their place among infantrymen and to uphold the motto of the Infantry — "Follow Me."

*Story and Photos
by Bill C. Walton
Fort Benning, PAO*



An infantry soldier fires an M72 light anti-tank weapon (LAW) on Duke Range.



MOS 11B

Infantryman

